CALIDAGROUP



# Environmental Social and Governance Report 2021

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# Our values guide our actions – out of conviction

Dear Readers,

It is a great pleasure to be able to present to you our 3rd annual CALIDA GROUP sustainability report. This report is based on the GRI – Global Reporting Initiative – framework which will guide our future reporting. Our GROUP has always strived to improve its sustainability footprint. For CALIDA GROUP, the focus is first and foremost on the materials we use: natural, more sustainable and certified. For our CALIDA brand, we have even gone a step further. Several collections were launched with one of the most demanding certifications awarded in this sector: the Cradle to Cradle Certified® certification.

In recent years, CALIDA GROUP has taken a determined path towards sustainability. We have chosen a risk and opportunity approach for sustainability management and developed our programs step by step. Our actions range from a sustainable management approach for our supply chains, over the development and market launches of more sustainable products to a human resources approach where we seek to help our employees achieve a good work-life balance.

We are committed to continue on this journey to become more sustainable and launch even more sustainable products and reduce both our ecological and social footprint. For CALIDA GROUP, its employees and managers, sustainability is a commitment to our deepest values to safeguard our planet and our resources.

In 2021, CALIDA GROUP has taken a major step forward on its sustainability journey. Our decision to develop a Group-level strategy, our commitment to the Sustainable Development Goals as well as the alignment with the GRI reporting framework are just a few examples of our "new" direction. And rest assured: in 2022 further sustainability commitments will follow. We will be working hard to measure and further refine our sustainability strategy in the direction we have taken. Out of conviction.



**Timo Schmidt-Eisenhart, CEO and Daniel Gemperle, COO**

The past year has been a difficult one for many people on this planet. Wars taking place, malnutrition, a global climate challenge and, on top, another year dominated by the COVID-19 virus. But despite all this, what makes us truly hopeful is to see how people are dealing with these crisis herds. They act upon their deepest values. We thank everyone – and especially wish to thank our employees, partners and customers for the wonderful support they give us daily.

We are doing this together with all of you. We want to keep moving and continue on our path. Therefore, we want to invite you – our stakeholders – to join us on this journey. Out of conviction.



Timo Schmidt-Eisenhart
CEO



Daniel Gemperle
COO

# Our highlights and achievements

As CALIDA GROUP, we make every effort to improve our sustainability performance, make our products more sustainable and at the same time achieve healthy levels of corporate growth. Over the last years our brands have reached various milestones:

**1999**

**Product life cycle assessment**
It's more than twenty years since CALIDA developed its first ecological and environmental balance sheet.

**2005**

**Social ethics**
CALIDA implements a social Ethics programme.

**2014**

**Made in France**
LAFUMA MOBILIER focuses on manufacturing in France and receives the OFG seal of approval "Made in France".

**2016**

**Made in Green**
CALIDA receives certification for its first products meeting the high demands required to obtain the "MADE IN GREEN" 2016 label.

**2018**

**Cradle to Cradle Shirt**
CALIDA introduces the first fully compostable t-shirt.

**2019**

**CALIDA GROUP publishes its first Groupwide Corporate Social Responsibility Report.**

**Large portfolio of compostable products**
CALIDA gradually expands its product line of compostable products.

**2020**

**Wide reporting structure**
- Governance
- Products
- Environment
- Employees
- Communities

**Introduced the mandatory voting of the ESG report** at our general assembly

## Highlights 2021

# CALIDA



**Project support "Let the children Uganda"**
In 2021, CALIDA supported the "Let the children Uganda" association for the first time. Free clothing was provided to the local population. Due to their super lightweight and breathable fabrics, the provided items were not specifically intended for sleeping only. The materials used for the garments are perfectly suited to the climate in Uganda, which means that the items can also be worn as regular daytime clothing.

**Viktor&Rolf x CALIDA**
For CALIDA's 80th birthday and under the motto Heritage x Sustainability, the third drop of the Viktor&Rolf collaboration was offered. New heights were reached thanks to the reinterpretation of iconic CALIDA materials. The result was a natural yet opulent, feminine and colourful collection, made exclusively from "Cradle to Cradle Certified®" fabrics – including the first 100% compostable lace, a truly innovative material.





**100% NATURE**
In 2021, the Cradle to Cradle product offer was expanded by the sustainable athleisure line 100% NATURE RELAX. The styles were designed for soft sports such as yoga and Pilates. "Cradle to Cradle Certified®" lace details were added to add a feminine, modern touch. A sweatwear set, consisting of an oversized pullover and cuffed pants made from organic cotton and ROICA™ elastane was offered to complete the look.




Aubade
PARIS



**Community engagement**
AUBADE places women at the centre of its universe. With more than six decades devoted to lingerie and dedicated to accompanying women in their daily lives by responding to their desires and needs, AUBADE cannot but be involved in the fight against breast cancer. On the occasion of Pink October, AUBADE supported the Pink Ribbon association. The Association brings together pleasure, solidarity and sister-hood.



**Menswear collaboration Camille Lacourt**
Aquatic universe, eco-friendly materials and a comfortable fit mark the starting point for a collection of four men's boxer short styles inspired by the seabed. With Moby Dick and Neptune as motifs, this under-wear line with sexy cuts pays tribute to the sea, but also the environment, with AUBADE x Camille Lacourt boxers in GOTS cotton.

**Softessence**
Seductive, comfortable and eco-friendly, the Softessence line brilliantly combines all these benefits. Made from ultra-soft 100% recycled embroidery (tulle and embroidered thread), the velvety floral motif enhances comfort. AUBADE presented Softessence in a Black and Sapphire colourway in basics.

**BSE x LAFUMA MOBILIER**
LAFUMA MOBILIER has set up a permanent partnership with the association BSE. The association enables people in need to buy new furniture for affordable prices when moving into first housing after a previous difficult housing situation.




Lafuma MOBILIER

**1 BIRTH = 1 TREE**
Planting trees together for future generations. As a symbol of life, rootedness, longevity and biodiversity, LAFUMA MOBILIER supports this wonderful local initiative to enhance their territory.

**LABEL "MORE" 2021**
Lallemand, LAFUMA MOBILIER's plastic processing company located in Le Balmay (Ain), has been awarded the first European label that promotes recycling plastics and integrating recycled plastics into production. The MORE label acknowledges our industrial commitment to innovation and the circular economy.






# Our Group

GRI 2-1

GRI 2-2

GRI 2-6

CALIDA Holding AG – referred to here as CALIDA GROUP – is a global provider of clothing and outdoor items which distributes its products under the CALIDA, AUBADE, and LAFUMA MOBILIER brands. The product portfolio extends from premium lingerie products over underwear, nightwear and loungewear products to outdoor furniture. All the brands' products have one thing in common: a love for design and functional detail. Another common element is the sustainability approach. Sustainability lies in the GROUP's DNA and is a top priority for all brands. Therefore, every product is designed with the goal of being best in class. Every single brand is specialized in its core business and represents one of or the key player within its respective and/or main market.
Millet Mountain Group (MMG) was part of CALIDA GROUP until the end of 2021. However, since July MMG has been classified as an exit company. Therefore, the brand will not feature in the 2021 report. It shall be notified that MMG is still reported within the "Annual Report 2021". In the ESG report only the own production site LAFPROM is partially included as the site operates for MMG as well as LAFUMA MOBILIER. Therefore, differences between the figures stated in the various reports can occur.

GRI 2-7 a.

CALIDA GROUP is headquartered in Sursee (Switzerland) and employs around 2,400 people. A total turnover of CHF 298.4 million was generated in 2021. CALIDA Holding AG is listed on the SIX Swiss Exchange in Zurich and operates in more than 27 countries.

CALIDA has stood for Swiss quality, sustainability, comfort and innovation for over 80 years. CALIDA's mission is to produce sustainable products offering a perfect fit. Unique products are designed to be worn with pleasure and are tailored to fit each individual taste and need. All CALIDA products are developed in Sursee, Switzerland.

AUBADE has been the leader and pioneer in high-quality lingerie and French seduction for over 60 years. AUBADE's vision is to make a woman feel self-confident, beautiful and seductive in a Parisian style every day. AUBADE stands for superior quality and long-lasting designs, having gained its reputation by using only the finest and exclusive Calais and guipure laces and Swiss embroideries.

LAFUMA MOBILIER designs, develops and manufactures outdoor furniture with the goal of accompanying people in every moment of relaxation – at home or outside in nature. LAFUMA MOBILIER has been enhancing and refining its unique expertise for 60 years. These skills are put at the service of well-being, naturally considered sustainability and environmental aspects.

Besides tradtional retail (own-operated stores) and wholesales business (business via a merchant middlemen), CALIDA GROUP also operates a strong e-commerce business. The acquisition of REICH ONLINE SOLUTIONS GmbH in 2017 with its headquarters in Stephanskirchen (Germany) enabled the establishment of a central hub for all e-commerce activities. 100% of the shares are held by CALIDA GROUP. Through this investment, a state-of-the-art centre of excellence was established, offering a unique combination of own-operated stores and a multilabel platform: www.onmyskin.de.

With his e-commerce centre of excellence CALIDA GROUP underlines the strong omnichannel approach. Furthermore, and owing to investment, CALIDA GROUP has been able to take a leading position in e-commerce among all business-related sectors.

**298.4**
net sales
in Millions/CHF

**~2400**
employees

more than
**27**
operating
countries

**5**
own production
factories

**4**
own
distribution
centers

**4**
Headquarters



# Our Sustainability Strategy and Management Approach

As a global provider of clothing and outdoor goods, CALIDA GROUP focuses on offering customers only the best quality products. Sustainability means promoting innovative materials and technologies, longevity, value preservation and recycling. Thus, all brands already start thinking out of the box with every new article created. Beginning at the design stage, the entire life cycle of a product is reviewed and prolonged wherever possible.

CALIDA GROUP's understanding of being sustainable means acting responsibly with respect to environmental and social standards. The GROUP is committed to consider the impact of processes and products on all natural and human resources along the entire value chain. Therefore, the whole value chain is reviewed from a holistic perspective with a focus on impact where it is most significant.

CALIDA GROUP has defined 5 sustainability pillars (priorities) which each brand should take into consideration when setting up its sustainability strategy:

I. Governance
II. Product & Material (Value Chain)
III. Environment
IV. Employees
V. Communities

In addition, the main relevant UN Sustainability Goals (SDGs) were identified as well as the most relevant GRI Indicators for the sector in which CALIDA GROUP is operating. For the first time, CALIDA GROUP has drawn up the ESG report in reference to the GRI Standards for 2021.

## Our focus areas



**Governance**
Develop common values and set up a strong governance based on UN SDGs, principles and the GRI Reporting Standards.



**Product & Material**
Set-up a transparent end-to-end value chain enabling a sustainable product development and distribution.



**Environment**
Reduce our direct environmental footprint in our facilities and improve traceability along the value chain.



**Employees**
Establish a fair culture and responsible working environment for our employees and enable our partners to follow.



**Communites**
Contribute to our local communities and enable the know-how transfer with stakeholders for a sustainable development.

GRI 3

The management approach is in essence driven by the following principles, which will be partially explained in detail further on:

- CALIDA GROUP excels through a broad and diversified product range
- As the brands are unique, they find unique ways to define their sustainability programs
- CALIDA GROUP gives a lot of freedom to the brands in defining their programs. However, clear guardrails are defined that help the brands to develop the best programs for themselves
- To secure the common goals of strong sustainability, environmental and social performance, the following mandatory documents were created for all GROUP companies. These documents were developed based on a broad materiality (impacts, risks and opportunities over the entire value chain) assessment:

  a. Categorised, mandatory sustainability guidelines with additional voluntary programmes
  b. A standard, mandatory Code of Conduct
  c. Documented examples of best practice

GRI 2-13

These instruments allow the different brands to develop and act better and faster in a constantly changing and dynamic environment. The instruments provide a foundation with clear and mandatory instructions.

GRI 3-3 c./d.

- CALIDA GROUP regularly interacts with and guides the brands in relation to sustainability
- Best practices and examples are shared with the brands
- In future and in alignment with the development of joint platforms in other areas, CALIDA GROUP will also consolidate sustainability targets for the brands and CALIDA GROUP itself
- The brands' commitments, actions, targets, indicators and results are described in section "Our Brands" in this report
- All brands have set up their own reporting process as well as their own remediation process
- Regular reviews are taking place at brand level and at GROUP level
- Engaging with stakeholders supports CALIDA GROUP and its brands in obtaining feedback, staying abreast of developments around sustainability as well as tracking topics for future focus (see section Stakeholder Engagement)
- CALIDA GROUP representatives and brand representatives meet regularly to discuss and promote sustainability. Their aim is to work on the topics such as:

  a. Analysing the success of all sustainability issues
  b. Steering necessary corrective measures
  c. Exchanging knowledge and experience
  d. Formulating new desirable goals

GRI 2-12

These meetings are led by the COO of CALIDA GROUP and his team members.

GRI 2-14 a

- On a regular basis main sustainability topics are discussed between the COO and CEO.
- Sustainability topics are part of the ordinary meetings with the Board of Directors and are reviewed at least twice a year.
- The roll-out of the sustainability strategy at CALIDA GROUP level and within the brands is taking place supported by all business functions, with a so-called integrated approach

GRI 2-12

In 2022 a new position will be created being exclusively responsible regarding all topics linked to sustainability and their corresponding goals.

# Our Stakeholder Engagement

GRI 2-29 a.

CALIDA GROUP believes that stakeholder communication and attention create value – for society, for local communities, for the environment and for the company itself. All of CALIDA GROUP's stakeholders play a key role in the sustainability journey. To implement purposeful activities, it is highly important to know and take seriously the different demands and interests of the various internal and external stakeholders. Stakeholder engagement enables know-how transfer and gives CALIDA GROUP the opportunity to learn more about specific topics and its stakeholders' views. It also allows the GROUP to establish an understanding of the company's impacts and to mitigate potential negative effects on stakeholders.

**Consumers**
Consumers are valued. Therefore, CALIDA GROUP strives to match consumer needs as closely as possible. As consumers constantly change their needs and demand high quality standards, CALIDA GROUP continuously focuses on delivering innovative products which are characterised by CALIDA GROUP's unique selling points: comfortable materials, exceptional durability and perfect fit. An important part of the product development process is to receive input from consumers. Suggestions and criticism are thoroughly evaluated, as they offer opportunities for improvement. Therefore, a constant dialogue between the brands and the consumers is guaranteed via consumer surveys.

**Investors**
On the one hand, investment decisions depend on good financial performance. On the other hand, CALIDA GROUP knows that ecological, social and governance issues are becoming increasingly important. Hence, CALIDA GROUP is in constant exchange with investors to process their input with the purpose of improving performance and transparency.

**NGOs**
Cooperations with NGOs are highly important to CALIDA GROUP. NGOs provide the GROUP with valuable input.

**Employees**
Employees are CALIDA GROUP's biggest asset. Every employee is highly valued and helps CALIDA GROUP to move forward. Therefore, employee surveys are used to receive feedback regarding their conditions, needs and future demands.

**Suppliers**
CALIDA GROUP pursues long-term relationships with suppliers and supports them in developing the required expertise to deliver the best products possible. Continuous cooperations with a small, stable network of suppliers grants CALIDA GROUP intimate knowledge of, and insight into, their processes.

**Government**
As a stakeholder the government places a wide range of demands on CALIDA GROUP. Bringing issues such as health and safety or climate change in line with the given requirements is a particular concern.

Overall, CALIDA GROUP aims to maintain a continuous dialogue with valued stakeholders. New goals are constantly being set.

For now, various instruments such as surveys, direct communication, exchange on various social media platforms, events or research are already in use.

## CALIDA GROUP

### Employee survey 2021

Employee feedback is important to create transparency. In Q4/2021, a major digital employee survey was launched in cooperation with a Swiss start-up. Employees were asked questions on the topics of culture, leadership, commitment and personal satisfaction. The results serve as the basis for group-wide corporate and cultural transformation. Together with the divisions, teams and employees, specific measures were and will be developed that are optimally aligned with the needs of employees and meet the corporate and transformation targets. Regular pulse surveys (short surveys with a maximum of five questions) are used to check the effectiveness of the defined measures.

## CALIDA

### Consumer survey

At the end of 2021, CALIDA conducted a wide-ranging brand survey to measure how CALIDA is perceived by its consumers and to learn which values are important to consumers when purchasing underwear. 12,642 customers – over 8% of those contacted – took part and expressed their affinity for CALIDA. The survey revealed that customers associate CALIDA first and foremost with quality (98%), durability (95%) and comfort (98%), demonstrating that quality is the most important factor when choosing an underwear brand. But above all, the issue of sustainability is becoming increasingly important to customers. For younger customers in particular, resource-friendly production and materials as well as high social standards are relevant factors.

## LAFUMA MOBILIER

### Zero gravity day

In July 2021, under medical supervision, 30 employees from LAFUMA MOBILIER relaxed for 40 minutes in our Relax in a zero-gravity position (chest and legs aligned at a 127° angle). The objective was to prove the health benefits of using furniture by LAFUMA MOBILIER. Nurses accompanied the teams to provide medical validation to the study results. At the beginning and end of the study, tension and blood saturation measurements, as well as medical interviews, showed that a significant reduction in back pressure and improved blood circulation had been achieved. This experiment allows LAFUMA MOBILIER to provide clear evidence of how bestselling products can support consumer wellbeing.

### Qualitative sensory study

Knowing and understanding the consumer is at the heart of LAFUMA MOBILIER's endeavours. With this in mind, LAFUMA MOBILIER organised a sensory study with a group of test consumers before the launch of the new ORON dining product range. The products included some under development as well as some existing ones, among other products from main competitors. The objective was to provide the design teams with maximum feedback and recommendations prior to commencing the actual design process. The study outcome has and will help the design team to include all the necessary details requested by the end consumer.

# Our Sustainability Impacts

GRI 3-2 a.

Since the foundation of CALIDA GROUP, sustainability has been at the heart of the company's identity. Consequently, CALIDA GROUP is always striving to improve its sustainability performance. The aim is to set up long-term initiatives to ensure environmental, social and economic balance and minimise CALIDA GROUP's footprint. In alignment with the UN Sustainability Development Goals (SDGs), CALIDA GROUP has selected eight SDG Goals on which the GROUP will focus going forward (SDG Goals 3,5,6,7,8,12,13,17) (chart 1).

The selected SDG Goals and the five strategy pillars are the cornerstones of an even more future-oriented sustainability approach. In a short-term perspective, CALIDA GROUP will use these 5 pillars, the SDG goals as well as the GRI indicators listed within the following sections (a summary can be found in Appendix 1) to define clear targets and will set up monitoring tools to track their achievement in 2022.

GRI 3-1 a.

On top of this, CALIDA GROUP set up a sustainability matrix in 2021. All major sustainability topics were identified and put into a matrix according to their relevance for stakeholders and CALIDA GROUP. Based on the matrix, CALIDA GROUP has identified the most important GRI Indicators linked to the key topics within CALIDA GROUP's industry. For more information please refer to chart 2.

## I. GOVERNANCE



Two UN SDG Goals are linked to Governance – Decent Work and Economic Growth and Gender Equality (SDG Goals 5,8). To guarantee a healthy economic growth and ensure and maintain gender equality, CALIDA GROUP has established a strong governance body.

GRI 2-9 a.

CALIDA GROUP's governance body is defined by five management categories:

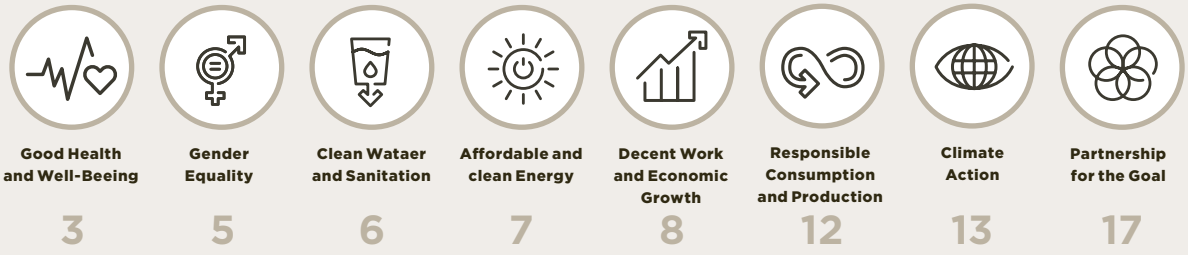
1. Board of Directors
2. Executive Leadership Team
3. Group Leadership Team (GMs)
4. Senior Leadership Team
5. Direct Reports to Senior Leadership Team

GRI 405-1 a.

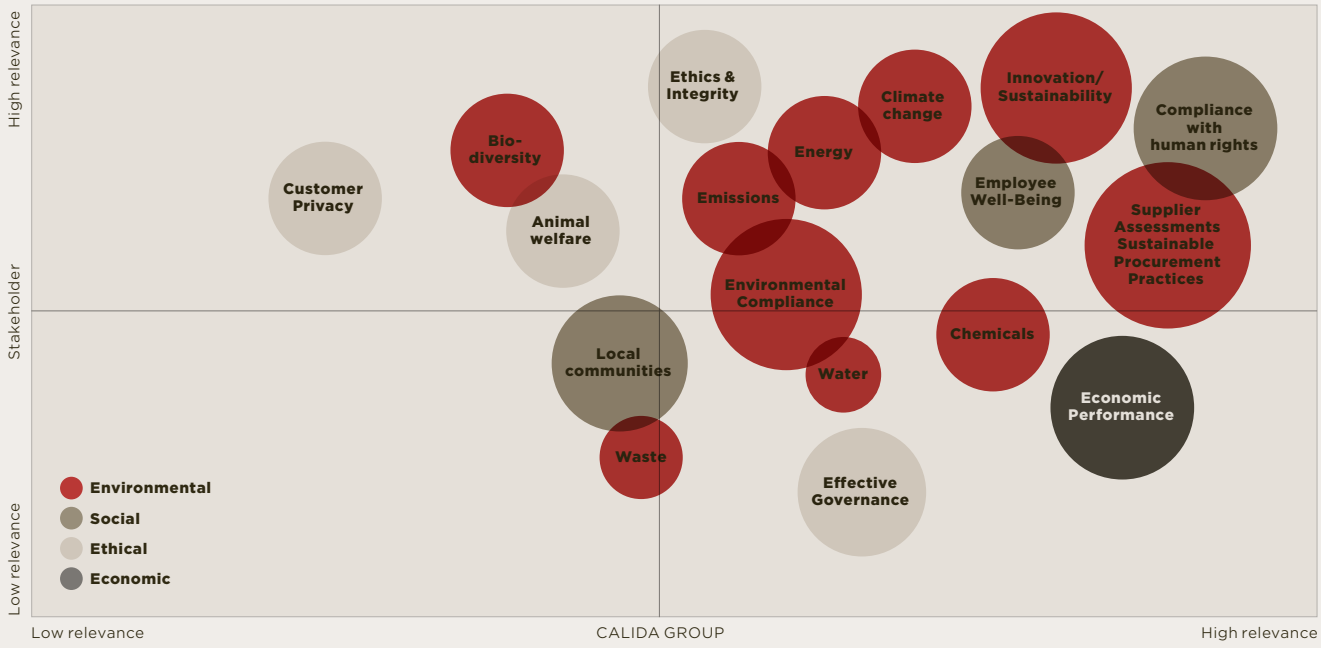
The data is shown cumulated for groups 1–3. For group 4 and 5, data is viewed separately. 6% of CALIDA GROUP's employees are part of the governance body (table 3).

There is an almost equal share of men and women (chart 4). At around 56%, the main age group is the 35 to 50 age bracket (view table 3 and chart 5).

## Chart 1: Relevant SDG Goals defined by CALIDA GROUP




## Chart 2: Sustainability Matrix

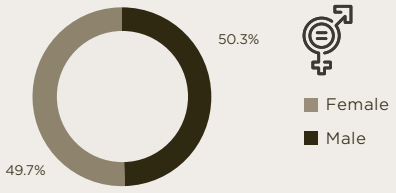



## Table 3: Number of people in governance bodies

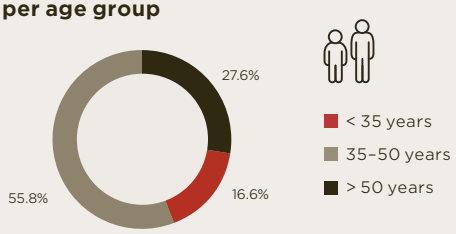
| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Number of people in governance bodies** | number | **145** | **35** | **41** | **34** | **35**[1] |
| Female | number | 72 | 11 | 25 | 24 | 12 |
| Male | number | 73 | 24 | 16 | 10 | 23 |
| Age Group <35 | number | 24 | 6 | 9 | 6 | 3 |
| Age Group 35–50 | number | 81 | 17 | 23 | 19 | 22 |
| Age Group >50 | number | 40 | 12 | 9 | 9 | 10 |
| Group 1-3 | number | 15 | 12 | 1 | 1 | 1 |
| Group 4 | number | 26 | 6 | 6 | 9 | 5 |
| Group 5 | number | 104 | 17 | 34 | 24 | 29 |
| **Percentage of people (of total employees) within governance bodies** | **%** | **6.0** | **12.5** | **4.2** | **4.4** | **9.2** |
| Female | % | 49.7 | 31.4 | 61.0 | 70.6 | 34.3 |
| Male | % | 50.3 | 68.6 | 39.0 | 29.4 | 65.7 |
| Age Group <35 | % | 16.6 | 17.1 | 22.0 | 17.6 | 8.6 |
| Age Group 35–50 | % | 55.8 | 48.6 | 56.0 | 55.9 | 62.8 |
| Age Group >50 | % | 27.6 | 34.3 | 22.0 | 26.5 | 28.6 |
| Group 1-3 | % | 10.3 | 34.3 | 2.4 | 2.9 | 2.9 |
| Group 4 | % | 18.0 | 17.1 | 14.6 | 26.5 | 14.3 |
| Group 5 | % | 71.7 | 48.6 | 83.0 | 70.6 | 82.9 |

[1] Excl. Lallmend (FR)/LAFPROM (TN)

## Chart 4: Gender distribution of governance bodies




## Chart 5: Distribution of governance bodies per age group



GRI 2-9

GRI 2-10

GRI 2-11

**GROUP structure**

Timo Schmidt-Eisenhart replaced Reiner Pichler as CEO in the reporting year. Stefan Mues, the former Chief Digital Officer (CDO), terminated his employment contract in the reporting year and is no longer operationally active for CALIDA GROUP.

The main duties of the Board of Directors are defining and periodically reviewing the corporate strategy, business policies and organisation of the GROUP; monitoring operational business and risk management; as well as periodically evaluating its own performance, that of the CEO, and, together with him, that of the members of the Executive Management. Operational business management is delegated to the CEO to the extent permitted by law and based on the organisational regulations issued by the Board of Directors. Operational business management encompasses all management duties which are not reserved for the Board of Directors by law, the Articles of Incorporation, the organisational regulations and, if applicable, specific Board resolutions and include the general management of the entire GROUP, including, but not limited to, the subsidiaries. The non-transferable duties in accordance with Art. 716a CO remain the responsibility of the full Board of Directors.

The CEO is the Chairman of the Executive Management, which also includes a CFO and other executives required for general management across divisions (currently in particular the COO and CHRO). The CEO is responsible for the organisation (including representation arrangements), management and supervision of Executive Management as well as for all subordinated entities within the GROUP. For this purpose, he draws up an organisational chart and appropriate management regulations (including the regulation of authorities within Executive Management and lower levels of hierarchy), both of which are to be approved by the Board of Directors.

The Board of Directors is self-constituting except for mandatory competences of the General Meeting (shareholder's meeting). It appoints a Vice-Chairman and a Secretary, who does not have to be a member of the Board. The term of office for the responsibilities allocated during constitution is usually identical to the term of office as a member of the Board of Directors. However, the Board has the right to terminate the assignment to a field of responsibility before expiry of this term where there is a valid reason, subject to mandatory competences of the General Meeting.

Members of the Board of Directors:

| | |
|---|---|
| Chairman: | Hans-Kristian Hoejsgaard |
| Vice-Chairman: | Marco Gadola |
| Member: | Nathalie Gaveau |
| Member: | Gregor Greber |
| Member: | Erich Kellenberger |
| Member: | Dr. Lukas Morscher |
| Member: | Stefan Portmann |

The members of the Board of Directors are elected for a one-year term. The members of the Board of Directors are elected individually. Re-election is permissible without restrictions. However, the term of office of a member of the Board of Directors ends at the Annual General Meeting for the reporting period in which the member reaches the age of 75.
Ordinary Board Meetings are held at least four times each year. One of the meetings is a strategy meeting and a longer session is scheduled accordingly.

None of the members of the Board of Directors have been represented within the Executive Management of CALIDA Holding AG or any of its subsidiaries.

The shareholder group of the Kellenberger family members, which holds 33.6% of the share capital entered in the commercial register, is represented by Erich Kellenberger on the Board of Directors of CALIDA Holding AG.

For more information about the sustainability management approach, please refer to the section "Our Sustainability Strategy and Management Approach".

For more information on Governance, please refer to the CALIDA GROUP "Corporate Governance Report 2021".

For reporting on economic impacts in alignment with the GRI indicator section 200, please refer to CALIDA GROUP's "Annual Report 2021".

**CALIDA GROUP operational structure**
(per year-end)

Operating division

Group function and member of Executive Management



CEO
**TIMO SCHMIDT-EISENHART**

GENERAL MANAGER AUBADE
**PHILIPPE BERNAUD**





CFO
**SACHA D. GERBER**

GENERAL MANAGER CALIDA
**ALEXANDRA HELBLING**





COO
**DANIEL GEMPERLE**

GENERAL MANAGER LAFUMA MOBILIER
**ARNAUD DU MESNIL**





CHRO
**MANUELA OTTIGER**

## II. PRODUCT & MATERIAL (VALUE CHAIN)



For Product & Material as well as the entire value chain process, CALIDA focuses on the three SDG Goals: Responsible Consumption and Production, Partnership for the Goals and Climate Action (SDG Goals: 13,17,8).

CALIDA GROUP's main goal is to offer customers more sustainable products of the highest quality. Innovative materials & technologies, longevity, value preservation and recycling are promoted wherever possible. Therefore, acting responsibly regarding environmental and social standards throughout the entire value chain is essential.

GRI 301-1 a.

As a new indicator, CALIDA GROUP is focusing on increasing the share of renewable materials used to package the GROUP's primary products. In 2021 the share of renewable materials amounted to 94.8% (table 1 and chart 3).

As shown in table 2, 5.0 tons renewable and 0.3 tons non-renewable materials per mCHF were consumed. The development of this KPI will be closely monitored over the coming years.

To reduce $CO_2$ emissions, ensure proper chemical management as well as secure product innovation and safety, CALIDA GROUP is prioritising:

- mainly European production
- sourcing highly innovative and more sustainable materials
- professional cooperations with audit and certification institutions such as OEKO-TEX® or SEDEX

Most of the raw materials are sourced in Europe. For CALIDA even more than 80% (For more detailed information view chart 4).

As demonstrated in chart 5 the share of finished goods produced in Europe reaches almost 100% for all brands. AUBADE is the sole exception here. The non-EU share of goods produced by AUBADE is mainly because the AUBADE production unit is located in Tunisia.

Most items are produced by the brands themselves. Just a small share of the produced volume is sourced via external partners. Own production subsidiaries in Hungary, France and Tunisia as well as their corresponding sub-contractors guarantee the highest quality standards possible. Regular visits and trainings ensure compliance with the CALIDA GROUP Standards.

CALIDA GROUP has a very stable production footprint that is based on a high share of goods being produced at own production sites. Around 65% (chart 6) of the total production is channelled to a great extent in Europe (chart 8). This fact puts CALIDA GROUP in a favourable position to maintain high sustainability standards and quality.

The number of CALIDA GROUP's production sites for finished goods can be found in table 9.
The data include:

- own production sites, of which 100% of shares are held by CALIDA GROUP
- manufacturers (sourcing)
- sub-contractors of CALIDA GROUP's own production sites

The distribution per country of Tier 1 production sites is listed in chart 8.

GRI 308-1 a.

New suppliers are screened prior to any cooperation. During the business partnership, visits and audits take place regularly to ensure compliance with standards.

GRI 414-1 a.

In 2021, 10 new sub-contractors/manufacturers were added to CALIDA GROUP's production portfolio. All were screened or audited according to environmental and social criteria. The distribution of new sub-contractors added are stated in table 12.

CALIDA GROUP always strives to increase the share of certified raw materials and finished goods. Thus, the share of innovative and sustainable materials is constantly increasing. CALIDA GROUP focuses notably on elevating the share of circular and responsibly made products. Furthermore, the release and use of harmful substances is controlled by sourcing via strict standards such as OEKO-TEX 100, CertiPUR or ASI. Please refer to table 7 for more detailed information.

As the brands operate in various sectors, different certificates are used to underline the sustainability approach to increase stakeholder transparency. The "Certificates" used by the brands can be found on page 21 in the section "Certificates"

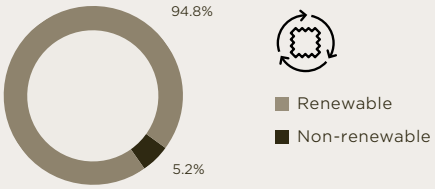
## Table 1: Distribution of materials used to pack primary products

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| Renewable Materials (e.g. cartoon/paper) | tons | 1'506 | 112 | 277 | 68 | 1'049 |
| Non Renewable Materials (e.g. Plastic, polybags, canvas etc.) | tons | 83 | 2 | 23 | 49 | 9 |
| **Share of Renewable Materials used** | **%** | **94.8** | **98.2** | **92.3** | **58.3** | **99.1** |

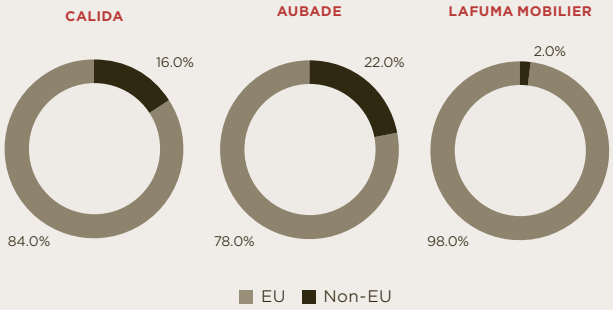
## Table 2: Distribution of materials used to pack primary products per mCHF

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| Renewable Materials (e.g. cartoon/paper) | tons/ mCHF | 5.0 | 7.6 | 1.8 | 0.9 | 17.8 |
| Non Renewable Materials (e.g. Plastic, polybags, canvas etc.) | tons/ mCHF | 0.3 | 0.1 | 0.2 | 0.7 | 0.2 |
| **Share of Renewable Materials used** | **%** | **94.8** | **98.2** | **92.3** | **58.3** | **99.1** |

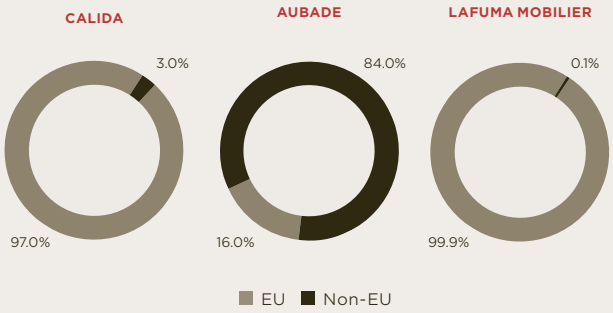
## Chart 3: Share of renewable/non-renewable materials



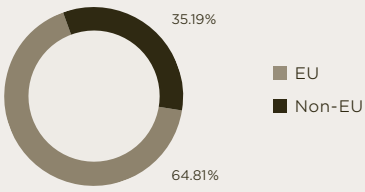

## Chart 4: Share of raw materials sourced in- and outside of the EU




## Chart 5: Share of finished goods produced in- and outside of the EU




## Chart 6: Share of European production

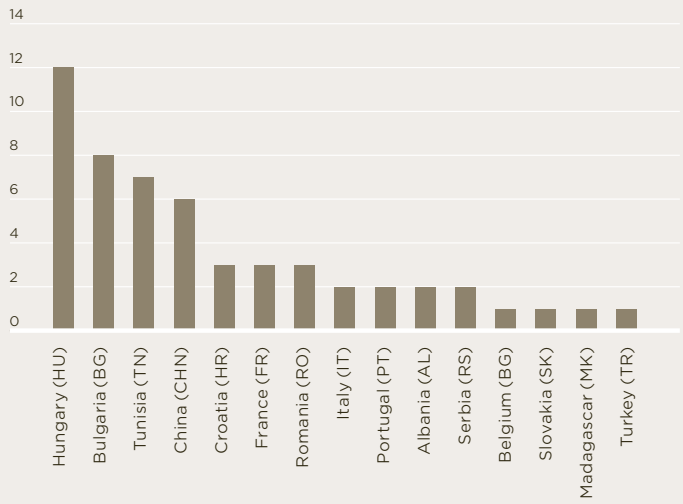



## Table 7: Certified and other material criteria for raw materials and finished products

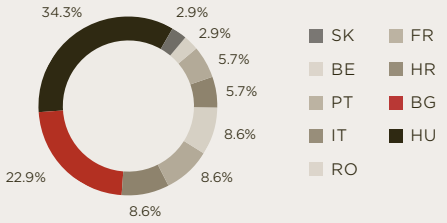
| | | Unit | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| Certified Raw Materials | OEKO-TEX 100 Standard Raw Materials | % | 100.0 | 97.0 | 60.0 |
| | Organic Cotton (GOTS) Raw Materials | % | 3.0 | 1.0 | n/a |
| | Recycled polyester (GRS) Raw Mateials | % | 1.5 | 4.0 | n/a |
| | Responsible Wool Standard (RWS) Raw Materials | % | 4.0 | n/a | n/a |
| | Percentage of additional more sustainable materials Raw Materials (Tencel, Lyocell, Modal etc.) | % | 8.0 | 4.5 | n/a |
| | ASI Performance Standard (Aluminium) Raw Materials | % | n/a | n/a | 100.0 [1] |
| | Certipur (foam) Raw Materials | % | n/a | n/a | 100.0 [2] |
| Certified Finished Products | OEKO-TEX 100 Standard Finished Goods | % | 100.0 | 0.0 | 0.0 |
| | OEKO-TEX Made in Green (STeP) Finished Goods | % | 42.0 | n/a | n/a |
| | Cradle to Cradle (C2C) Finished Goods | % | 6.0 | n/a | n/a |
| Additional Material criteria | Percentage of certified product and Production packaging (FSC) | % | 58.0 | 100.0 | 97.0 |
| | Percentage of destroyed materials/finished goods | % | n/a | 3.0 | 0.0 |

[1] Calculated on 100% aluminimum share used for production
[2] Calculated on 100% foam share used for production

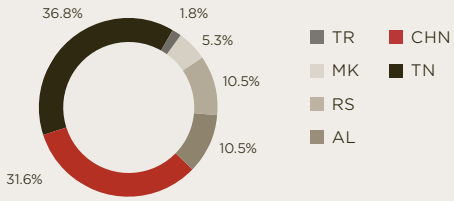
## Chart 8: Number of production sites per country




## Chart 10: Distribution of production sites within EU




## Chart 11: Distribution of production sites outside the EU




## Table 9: Distribution of Tier 1 production sites

| | Total | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|
| **Number of own production sites** | **5** | **1** | **1** | **3** |
| France | 2 | 0 | 0 | 2 |
| Hungary | 1 | 1 | 0 | 0 |
| Tunisia | 2 | 0 | 1 | 1 |
| **Number of Manufacturers (external partners)** | **18** | **8** | **5** | **5** |
| Belgium | 1 | 0 | 0 | 1 |
| Bulgaria | 2 | 2 | 0 | 0 |
| China | 5 | 2 | 3 | 0 |
| China | 1 | 0 | 0 | 1 |
| France | 1 | 0 | 0 | 1 |
| Italy | 2 | 0 | 1 | 1 |
| Portugal | 2 | 0 | 1 | 1 |
| Tunisia | 3 | 3 | 0 | 0 |
| Turkey | 1 | 1 | 0 | 0 |
| **Number of sub-contractors of own production** | **31** | **28** | **2** | **1** |
| Albania | 2 | 2 | 0 | 0 |
| Bulgaria | 6 | 6 | 0 | 0 |
| Croatia | 3 | 3 | 0 | 0 |
| Hungary | 11 | 11 | 0 | 0 |
| Madagascar | 1 | 0 | 1 | 0 |
| Romania | 3 | 3 | 0 | 0 |
| Serbia | 2 | 2 | 0 | 0 |
| Slovakia | 1 | 1 | 0 | 0 |
| Tunisia | 2 | 0 | 1 | 1 |

## Table 12: New suppliers screened according to environmental and social standards (GRI 308-1 & 414-1)

| | Unit | Total | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| **% of new suppliers screened (finished goods)** | **%** | **100.0** | **100.0** | **100.0** | **0.0** |
| Croatia | % | 100.0 | 100.0 | 0.0 | 0.0 |
| Hungary | % | 100.0 | 100.0 | 0.0 | 0.0 |
| Madagascar | % | 100.0 | 0.0 | 100.0 | 0.0 |
| Romania | % | 100.0 | 100.0 | 0.0 | 0.0 |
| Serbia | % | 100.0 | 100.0 | 0.0 | 0.0 |
| **Number of new suppliers screened (finished goods)** | **number** | **8** | **7** | **1** | **0** |
| Croatia | number | 1 | 1 | 0 | 0 |
| Hungary | number | 3 | 3 | 0 | 0 |
| Madagascar | number | 1 | 0 | 1 | 0 |
| Romania | number | 2 | 2 | 0 | 0 |
| Serbia | number | 1 | 1 | 0 | 0 |

## Certificates

### CALIDA

**STANDARD 100 by OEKO-TEX®** guarantees that the materials used have been tested for harmful substances. A unique product ID allows the end customer to trace the supply chain in detail via a QR code.

**STeP by OEKO-TEX®** stands for Sustainable Textiles & Leather Production and represents a modular certification system for production facilities. The main goal of the certificate is to implement environmentally friendly production processes to improve health and safety and to promote high social standards at production sites.

**MADE IN GREEN by OEKO-TEX®** is a product label which is awarded according to strict social and ecological criteria. It is one of the few labels looking at both main criteria within the textile sector: materials used and the production process itself. It combines the certification requirements from STANDARD 100 by OEKO-TEX® and STeP by OEKO-TEX®.

**Cradle to Cradle Certified®** is the global standard for products that are safe, circular and responsibly made.
The certification assesses the safety, circularity and responsibility of materials and products across five categories:

- Material health
- Product circularity
- Clean air & climate protection
- Water & soil stewardship
- Social fairness

Cradle to Cradle Certified® is a registered trademark of the Cradle to Cradle Products Innovation Institute.

### AUBADE

**STANDARD 100 by OEKO-TEX®** guarantees that the materials used have been tested for harmful substances. A unique product ID allows the end customer to trace the supply chain in detail via a QR code.

**Sedex** Member Ethical Trade Audit – also called SMETA – is the most widely used social auditing method, enabling companies to assess their production sites and suppliers to understand their working conditions and supply chain. The organisations are audited according to their standards of labour, health and safety, environment, and business ethics.

### LAFUMA MOBILIER

**CertiPUR** is a voluntary testing and certification program evaluating the environmental, health and safety properties of polyurethane foam used in upholstery.
It defines substances which cannot be used to produce polyurethane foams and sets strict maximum limits for other components used.

**ASI** The Aluminium Stewardship Initiative is an industry-led initiative that aims to promote sustainability throughout the aluminium value chain. It helps companies to demonstrate their commitment to social, environmental, and ethical standards.

**The Origine France Garantie** (OFG) certificate is a certificate promoting production made in France. It provides clear and precise consumer information on the French origin of the products.
It is the only transversal and indisputable certificate that certifies French origin.
To receive the certificate, a product must meet two main criteria: 50–100% of the supply chain needs be located in France and the key characteristics of the product must take place in France, i.e. the most important processing steps must be carried out there.

## III. ENVIRONMENT



In terms of environmental impact, CALIDA GROUP is focusing on the three UN SDG Goals: Clean Water and Sanitation, Affordable and Clean Energy as well as Climate Action (SDG Goals 6,7,12).

CALIDA GROUP is committed to cutting energy, water and waste consumption as much as possible to preserve natural resources. In 2021, the Group tracked its consumption of environmental resources in detail for the first time. In contrast to previous years, not only the company itself was evaluated but also consumption channels such as offices, stores, own production sites and own distribution centers. Therefore, no historic data can be provided for the moment. To ensure future comparability, all figures are reported by continuing operations (in million Swiss Francs mCHF).

However, by looking at the available comparable data from previous years, the total energy, water and waste consumption could be cut for all streams – especially when looking at the generated consumption per mCHF. High e-commerce growth rates based on lockdowns, lower store footfall, working from home rules etc., as well as the rapid shift in consumer behaviour which required fast digitalisation helped to reduce the consumption of environmental resources, especially in offices and stores.

GRI 302-1 c./e.

The energy consumption of CALIDA GROUP amounted to 18,916,516 kWh in 2021.
Most of the consumption was generated by own production sites.
Per mCHF, this means that 63,389 kWh were consumed: 33,908 kWh by own production sites, 13,844 kWh by offices, 11,443 kWh by own distribution centres and only 4,194 kWh by stores. For more detailed information view table 1,2 and chart 3.

To further underscore its sustainability approach regarding energy consumption, CALIDA GROUP opened its new outlet at its headquarter in Sursee (CH) at the end of 2021. The outlet offers CALIDA and AUBADE products. The new outlet is a state-of the art timber construction. Solar panels on the roof and electricity purchased from hydropower ensure a fully green energy supply. Installing charging stations for electric vehicles and employing mostly local construction workers contributed towards meeting the green credentials.

GRI 303-5 a.

With respect to water consumption, CALIDA GROUP consumed around 19,500 cubic metres in 2021. This equals 65.4 cubic meters per mCHF (view table 4 and 5).

GRI 306-3 a.

In 2021, the amount of waste generated amounted up to 1,280 metric tons which equals 4.3 metric tons per mCHF (view table 6 and 7).

Since $CO_2$ emissions are not currently being measured, CALIDA GROUP is concentrating on the effects caused by its modes of transportation used for in- and outbounding finished goods. Whereas various modes of transport are used for outbound freight, inbound transportation is mainly arranged by truck (view table 8).

CALIDA GROUP's new e-commerce centre of excellence ROS is also contributing towards reducing $CO_2$ emissions. ROS ensures climate-neutral packaging for all parcels sent from the European hub. All parcels are sent via DHL GOGREEN. DHL GOGREEN guarantees a climate-neutral delivery service. This means that the $CO_2$ emissions caused by transportation are offset by investments in climate protection projects by DHL. In addition, ROS offers the customer an alternative packaging option: REPACK. Reusable packaging can be used up to 20 times in a closed cycle (www.repack.com). Following initial logistical tests and with the DHL dispatch service, around 6,000 consignments were sent using REPACK in 2021.

The detailed information of packages dispatched and returned via DHL GOGREEN in 2021 can be found in table 8.

For 2022 CALIDA GROUP has planned to introduce a greenhouse gas strategy to reduce the $CO_2$ emissions caused even further. CALIDA GROUP believes that climate change is one of the most enviromental issues humanity is facing today.

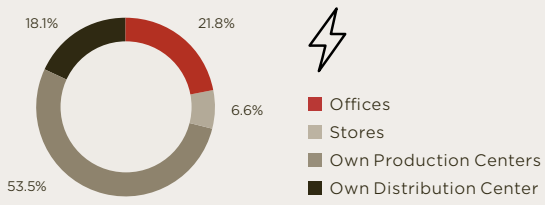
## Table 1: Energy consumption in kWh

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Total energy consumption** | **kWh** | **18'916'516** | **4'165'848** | **5'005'141** | **1'702'794** | **8'042'733** |
| Offices | kWh | 4'131'396 | 1'662'283 | 1'605'702 | 79'539 | 783'872 |
| Stores | kWh | 1'251'520 | 0 | 720'730 | 530'790 | 0 |
| Own Production Sites | kWh | 10'118'771 | 1'202'407 | 1'308'753 | 348'750 | 7'258'861 |
| Own Distribution Centers | kWh | 3'414'829 | 1'301'158 | 1'369'956 | 743'715 | 0 |
| **Energy consumption Scope 1 (oil/gas)** | **kWh** | **7'162'578** | **23'827** | **2'841'275** | **566'379** | **3'731'097** |
| Offices | kWh | 1'265'442 | 10'416 | 881'921 | 0 | 373'105 |
| Stores | kWh | 350'913 | 0 | 350'913 | 0 | 0 |
| Own Production Sites | kWh | 3'888'529 | 0 | 530'537 | 0 | 3'357'992 |
| Own Distribution Centers | kWh | 1'657'694 | 13'411 | 1'077'904 | 566'379 | 0 |
| **Energy consumption Scope 2 (electricity/ cooling)** | **kWh** | **7'673'199** | **61'282** | **2'163'866** | **1'136'415** | **4'311'636** |
| Offices | kWh | 1'275'369 | 61'282 | 723'781 | 79'539 | 410'767 |
| Stores | kWh | 900'607 | 0 | 369'817 | 530'790 | 0 |
| Own Production Sites | kWh | 5'027'835 | 0 | 778'216 | 348'750 | 3'900'869 |
| Own Distribution Centers | kWh | 469'388 | 0 | 292'052 | 177'336 | 0 |

## Table 2: Energy consumption in kWh per mCHF

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Total energy consumption** | **kWh/ mCHF** | **63'389** | **283'391** | **32'778** | **23'581** | **136'766** |
| Offices | kWh/ mCHF | 13'844 | 113'080 | 10'515 | 1'101 | 13'330 |
| Stores | kWh/ mCHF | 4'194 | 0 | 4'720 | 7'351 | 0 |
| Own Production Sites | kWh/ mCHF | 33'908 | 81'796 | 8'571 | 4'830 | 123'437 |
| Own Distribution Centers | kWh/ mCHF | 11'443 | 88'514 | 8'972 | 10'299 | 0 |
| **Energy consumption Scope 1 (oil/gas)** | **kWh/ mCHF** | **24'002** | **1'621** | **18'607** | **7'843** | **63'447** |
| Offices | kWh/ mCHF | 4'241 | 709 | 5'776 | 0 | 6'345 |
| Stores | kWh/ mCHF | 1'176 | 0 | 2'298 | 0 | 0 |
| Own Production Sites | kWh/ mCHF | 13'031 | 0 | 3'474 | 0 | 57'102 |
| Own Distribution Centers | kWh/ mCHF | 5'555 | 912 | 7'059 | 7'843 | 0 |
| **Energy consumption Scope 2 (electricity/ cooling)** | **kWh/ mCHF** | **25'713** | **4'169** | **14'171** | **15'737** | **73'319** |
| Offices | kWh/ mCHF | 4'274 | 4'169 | 4'740 | 1'101 | 6'985 |
| Stores | kWh/ mCHF | 3'018 | 0 | 2'422 | 7'351 | 0 |
| Own Production Sites | kWh/ mCHF | 16'848 | 0 | 5'096 | 4'830 | 66'334 |
| Own Distribution Centers | kWh/ mCHF | 1'573 | 0 | 1'913 | 2'456 | 0 |

## Chart 3: Allocation of energy consumption




## Table 4: Water consumption in cubic metres

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Total water consumption** | **m³** | **19'526** | **404** | **5'443** | **9'550** | **4'130** |
| Offices | m³ | 6'613 | 177 | 2'071 | 4'116 | 249 |
| Stores | m³ | 3'757 | 0 | 502 | 3'255 | 0 |
| Own Production Sites | m³ | 8'082 | 0 | 2'301 | 1'900 | 3'881 |
| Own Distribution Centers | m³ | 1'075 | 227 | 569 | 279 | 0 |

## Table 5: Water consumption in cubic metres per mCHF

| | | | | | | |
|---|---|---|---|---|---|---|
| **Total water consumption** | **m³/mCHF** | **65.4** | **27.5** | **35.6** | **132.3** | **70.2** |
| Offices | m³/mCHF | 22.2 | 12.0 | 13.6 | 57.0 | 4.2 |
| Stores | m³/mCHF | 12.6 | 0.0 | 3.3 | 45.1 | 0.0 |
| Own Production Sites | m³/mCHF | 27.1 | 0.0 | 15.1 | 26.3 | 66.0 |
| Own Distribution Centers | m³/mCHF | 3.6 | 15.4 | 3.7 | 3.9 | 0.0 |

## Table 6: Waste generated in tons

| | | | | | | |
|---|---|---|---|---|---|---|
| **Total waste generated** | **tons** | **1'280** | **112** | **426** | **53** | **688** |
| Offices | tons | 387 | 49 | 53 | 7 | 278 |
| Stores | tons | 58 | 0 | 54 | 4 | 0 |
| Own Production Sites | tons | 671 | 0 | 254 | 6 | 411 |
| Own Distribution Centers | tons | 164 | 63 | 64 | 37 | 0 |

## Table 7: Waste generated in tons per mCHF

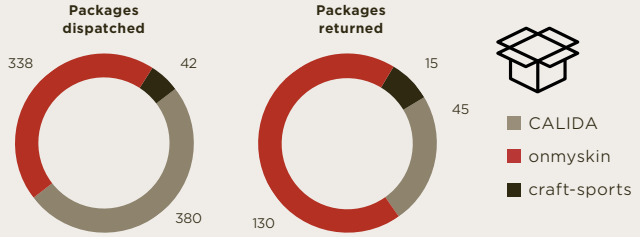
| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Total waste generated** | **tons/mCHF** | **4.3** | **7.6** | **2.8** | **0.7** | **11.7** |
| Offices | tons/mCHF | 1.3 | 3.3 | 0.4 | 0.1 | 4.7 |
| Stores | tons/mCHF | 0.2 | 0.0 | 0.4 | 0.1 | 0.0 |
| Own Production | tons/mCHF | 2.2 | 0.0 | 1.7 | 0.1 | 7.0 |
| Distribution Center | tons/mCHF | 0.5 | 4.3 | 0.4 | 0.5 | 0.0 |

## Table 8: In- and outbound distribution for finished goods

| Inbound/ Outbound | Types of transportation | Unit | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| Types of Transportation Inbound | Truck | % | 100 | 5 | 100 |
| | Sea | % | 0 | 80 | 0 |
| | Air | % | 0 | 16 | 0 |
| | Train | % | 0 | 0 | 0 |
| | Sea-Air | % | 0 | 0 | 0 |
| Types of Transportation Outbound | Truck | % | 100 | 3 | 95 |
| | Sea | % | 0 | 0 | 5 |
| | Air | % | 0 | 97 | 0 |
| | Train | % | 0 | 0 | 0 |
| | Sea-Air | % | 0 | 0 | 0 |

## Chart 9: Packages send via DHL GOGREEN

in thousands



## IV. EMPLOYEES



CALIDA GROUP's three main UN SDG Goals for employees are: Good Health and Well-Being, Gender Equality and Decent Work and Economic Growth (SDG Goals 3,5,8).

GRI 2-7 a./c.

CALIDA GROUP employs around 2,400 people (including own production site workers). Around 19% are men and 81% are women. Most employees are in the 35–50 age group. There is a roughly equal share in the under-35 and over-50 age brackets. For more detailed information relate to table 1, chart 2 and 3.

Around 1,590 people are in full-time employment. The number is calculated based on the FTE system. The average service length per employee varies depending on the brand, subsidiary and country. However, with an average service length per full-time employee of more 10 years for most subsidiaries/brands, the average employee tenure is quite high (table 1).

GRI 401-1 a.

Around 500 new employees were hired in 2021. Around 80% of them were women (table 4 and chart 5).

GRI 402-1 a.

Employees are CALIDA GROUP's biggest asset. Promoting their well-being and a good work-life balance is essential. With this in mind, CALIDA GROUP offers various benefits. Flexible working hours, remote working and staff discounts are just some of the benefits offered. Healthcare is another employee benefit which is provided by all brands. Furthermore, disability and invalidity coverage, parental leave according to country-specific regulations, retirement provision and stock ownership for specific employee groups within the companies are also provided. Table 6 shows the main benefits offered per brand.

GRI 401-3 a./b.

In 2021, 48 people took parental leave. This amounts to approximately 2% of the overall staff. Most of the people who took parental leave were women – around 90% (table 7 and chart 8).

GRI 404-1 a.

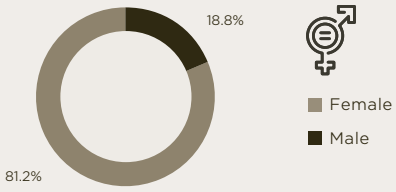
Over the last years, CALIDA GROUP has started to offer more and more training and development opportunities for its employees. Especially since the pandemic, new digital training tools have been introduced, such as e-books, e-learnings, online trainings via LinkedIn etc. Additionally, CALIDA GROUP supports its staff members in extra-occupational studies or part-time studies if desired. As most of the digital development opportunities are hard to measure, the average training hours by employee are still quite low. More detailed information can be found in table 9.

## Table 1: Number of employees

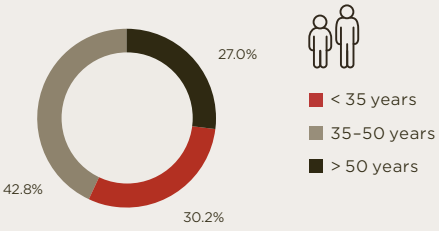
| | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| **Number of employees** | **2'407** | **281** | **976** | **770** | **380** |
| Female | 1'954 | 167 | 841 | 722 | 224 |
| Male | 453 | 114 | 135 | 48 | 156 |
| Age Group <35 | 728 | 122 | 191 | 347 | 68 |
| Age Group 35 - 50 | 1'029 | 97 | 430 | 291 | 211 |
| Age Group >50 | 650 | 62 | 355 | 132 | 101 |
| Number of Full-Time employees | 1'587 | 213 | 522 | 654 | 198[1] |
| Average length of service for full-time employees in years | 8.3 | 3.0 | 9.4 | 7.7 | 13.3 |

[1] Excl. LAFPROM (TN)

## Chart 2: Gender distribution of employees



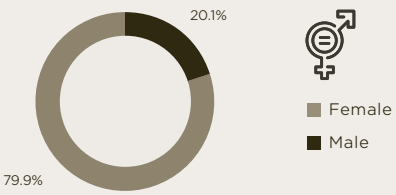

## Chart 3: Distribution of employees per age groups




## Table 4: Number of new employee hires

| | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| **Number of new employees** | **497** | **72** | **242** | **125** | **58** |
| Female | 397 | 41 | 205 | 121 | 30 |
| Male | 100 | 31 | 37 | 4 | 28 |

## Chart 5: Gender distribution of new employee hires




## Table 6: Main benefits offered to full-time employees

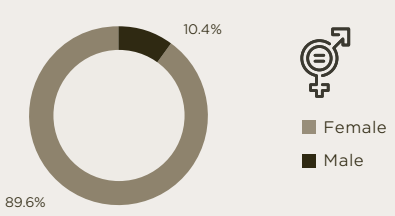
| | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|
| **General list of special offers to full-time employees** | | | | |
| i. life insurance | yes | yes | no | no |
| ii. health care | yes | yes | yes | yes |
| iii. disability and invalidity coverage | yes | yes | yes | yes |
| iv. parental leave | yes | yes | no | no |
| v. retirement provision | yes | yes | yes | yes |
| vi. stock ownership | yes | yes | yes | yes |
| vii. others | special bonus | special bonus | transport contribution | yes |

Included are benefits which are to some extent available for part-time workers too.

## Table 7: Number of parental leaves

| | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|
| **Number of parental leaves** | **48** | **15** | **27** | **5** | **1** |
| Female | 43 | 12 | 25 | 5 | 1 |
| Male | 5 | 3 | 2 | 0 | 0 |

## Chart 8: Gender distribution of parental leaves




## Table 9: Average training hours received per full-time employee

| | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|
| **Average hours per full-time employee** | **hours/person** | **2.2** | **n/a** | **3.4** | **0.1** | **5.8** |
| Training Hours | hours | 2'998 | n/a | 1'750 | 92 | 1'156[1] |

[1] Excl. LAFPROM (TN)

To give our readers a better impression of what it is like to be part of CALIDA GROUP, we have asked our employees to speak about their experiences working for CALIDA GROUP:



**Patric Hess**
Administrator Customs
CALIDA

"What makes working at CALIDA so unique is the interplay between know-how and the constantly changing conditions in the field of textiles. Thanks to the above-average share of long-term employees and the growth in new talent, CALIDA is in the best possible position to face current and future challenges in the market."



**Victor Neves**
Industrialization Manager
LAFUMA MOBILIER

"What I like is to be able to actively establish a link between my convictions, my job and the company's social ambitions."



**Sophie Peter**
Team Lead Warehousing
CALIDA

"My team is always willing to go that extra mile if necessary. We are open to sharing our knowledge without feeling that we are being put at a disadvantage. This shows that there is trust and that one sees the good in everything and everyone. It also underlines that we are a team and are travelling on this path together."



**Josef Stadelmann**
Team Lead Transportation & Distribution
CALIDA

"At CALIDA we all work for our unique product, as it is a part of our daily lives. As CALIDA employees, we constantly have our fingers on the pulse. We know which colours are in or which models are currently on trend. That's an enriching experience. CALIDA creates three collections a year. Every two weeks, new products are delivered to our points of sale. We never stand still – even after years of working here."



**Marie Plou**
Accountant
LAFUMA MOBILIER

"What I like about my job is the diversity. Not two days are alike. You have to adapt to the environment in which the company is evolving."



**Katie Marciano**
Debt collector
AUBADE

"I am proud to work for AUBADE. To me, AUBADE is a sexy, sustainable and luxurious brand that will continue to live on and touch many generations."



**Frédéric Joly**
Director IT systems
AUBADE

"Seeing our products worn is very gratifying. Knowing that they are becoming more and more sustainable is even more exciting."



**Ildikó Ábrahám**
Head of Production/Managing Director Site Rajka, HU
CALIDA

"We've worked for CALIDA for more than 25 years. We value the employee-friendly working conditions, such as flexible working hours and the great compassion and understanding for family situations. Our employer knows us well and we are proud to be part of the Yellow family."

Employees Rajka, HU



**Baptiste Neltner**
Collections & Marketing Manager
LAFUMA MOBILIER

"The company's policy is to make sure that the intrinsic product quality is very high, to ensure that the product lasts as long as possible. For the past 10 years, we have been developing repairability with the possibility of replacing broken parts with spare parts whenever required."

## V. COMMUNITIES



With regard to Communities, CALIDA GROUP has selected three SDG Goal to focus on: Good Health and Well-Being, Climate Action and Partnership for the Goals (SDG Goals 3,13,17).

GRI 413-1 a.

Establishing long-term cooperation with local or international associations is essential and CALIDA GROUP will continue to expand this engagement. Since 2021, a stronger focus has been placed on this fifth pillar.

As already mentioned in the section "Environment", a new outlet has been built. To support local industry, the development and construction was mainly carried out by local companies. Electric charging stations have been installed for use by both visitors and employees.

In addition, cooperation with organisations such as:

- Banque Solidaire de l'Équipement
- La REcyclerie
- Pink Ribbon association
- Let the children Uganda
- Trees of Life

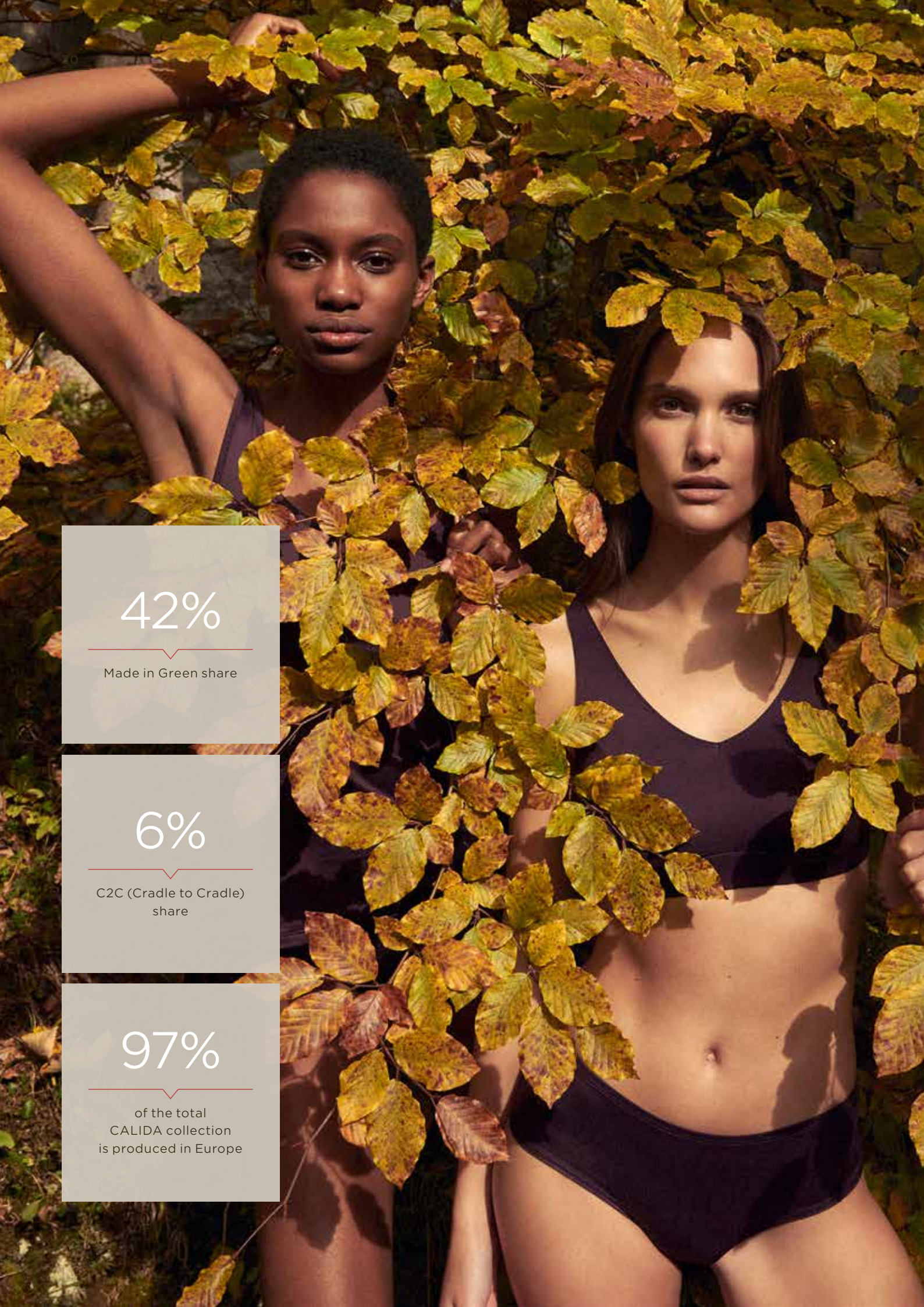
were established or continued in order to support local people or people in need. More information is available in the section "Our Brands".

Together with the newly launched cooperation between CALIDA and FTC (Fair Trade Cashmere), stalls were built to provide a new home to up to 50 cashmere goats. The new CALIDA Goat House was constructed using the traditional rammed earth method, which naturally compensates for the extreme conditions occurring in the Shaanxi region of China.

Finally, in order to give something back to mother nature and offset some of the $CO_2$ emissions incurred, CALIDA GROUP has planted trees in France and Madagascar. 18,000 trees in total were planted in conjunction with the Trees of Life association. LAFUMA MOBILIER has supported further tree plantings in France as part of the 1 Birth = 1 Tree initiative.







42%

Made in Green share

6%

C2C (Cradle to Cradle) share

97%

of the total CALIDA collection is produced in Europe

# CALIDA

For CALIDA, sustainability isn't just a trend or a novelty. It is part of the company's self-image and anchored in its corporate strategy as a core brand attribute. This includes the high quality and durability of its innovative products as well as environmentally friendly and socially responsible production.

## I. Governance

CALIDA released its first environmental report back in 1999. Clear key figures and annual divisional targets are defined for all corporate divisions, such as development and procurement. In 2021, these key figures were further detailed to align the CSR report with the international GRI reporting standards.

## II. Products and Materials

It has always been CALIDA's goal to raise awareness of sustainable products and fulfil its responsibility towards future generations. The key to reaching this goal is integrated, transparent value creation. The criteria are continuously checked and guaranteed by using product labels such as MADE IN GREEN by OEKO-TEX® and Cradle to Cradle Certified®.
In 2016, CALIDA became the first underwear brand to use the MADE IN GREEN by OEKO-TEX®-label – a combination of the STANDARD 100 by OEKO-TEX® and STeP by OEKO-TEX®-certificates. In 2021, the share of MADE IN GREEN by OEKO-TEX®-products was increased from 36% to 42% in 2021. By 2024, 60% of the entire CALIDA collection will be produced with the MADE IN GREEN by OEKO-TEX®-label.
In 2018, CALIDA launched its first 100% NATURE Cradle to Cradle Certified® shirt. In 2021, the share of Cradle to Cradle Certified® products increased to 6%. The goal is to increase the share of the Cradle to Cradle Certified® collection to 20% by 2024. These stringent criteria are also met by the third Viktor&Rolf x CALIDA collection, the industry's first 100% biodegradable designer capsule collection, featuring compostable lace. Additionally, other striking capsule collections and conscious collaborations, such as CALIDA x FTC, a cashmere collection made from sustainable materials, demonstrated CALIDA's commitment to high-quality and responsible fashion.

### Sourcing & procurement strategy

An essential part of the sustainability strategy is to build a sustainable value creation chain. CALIDA focuses on high quality. Therefore, most materials are sourced locally. In 2021, over 84% of all materials were sourced in Europe. CALIDA also started to take the first major steps to increase the share of finished products produced in Europe. Production in Asia was discontinued in mid-2021. Consequently, the 100% owned production subsidiary in Hungary was requested to increase the share of own produced goods. Since mid-2021, 100% of CALIDA products have been processed via the subsidiary in Hungary and its corresponding sub-contractors.

### Material development

CALIDA is also constantly increasing the share of sustainable materials used to expand its environmentally friendly and socially responsible purchasing portfolio. Since 2018, most of the Kids collection has been produced from GOTS certified cotton. The share of sustainable materials such as Tencel, Lyocell etc. stayed constant. In 2021, a completely recycled material – ECONYL® – was added to the product range for the first time. This fabric forms the basis of the new women's basic daywear line EcoSense. Furthermore, orders for polypropylene packaging were discontinued in 2020, increasing the share of FSC-certified packaging from 39% in 2020 to 58% in 2021. This share will continue to rise over the next 2 years.

## III. Environment

Reducing CALIDA's ecological footprint is becoming more and more crucial. Due to the complexity along the value chain, the focus is currently on reducing the direct impact. In 2019, a pilot project was launched to develop a comprehensive life cycle assessment (LCA) in collaboration with OEKO-TEX®. The project was finalised in 2021.
In 2021, $CO_2$ emissions were cut by 23% thanks to the discontinuation of oil-fuelled heating at the headquarters in Sursee (CH). Since 2021, the headquarter in Sursee (CH) as well as the own production in Rayka (HU) have used solely gas-generated heating. Moreover, the share of recycled waste increased from 68% in 2020 to 72% in 2021. Digitalising business procedures helped



**Alexandra Helbling**
General Manager
CALIDA

*"We have always represented quality, comfort and durability. We are proud to continue to deliver on this brand promise and set industry benchmarks with our ambitious sustainability targets in governance, products, environment, employees and communities."*

CALIDA to drive this development forward. Water consumption was also reduced by 12%. Lastly, due to the consolidation of procurement via Europe, the inbound share of air freight dropped to 0% in 2021.

### IV. Employees

CALIDA's employees are the backbone of our company – especially in these challenging times. This is underlined by the employment tenure per staff member. In 2021, CALIDA employed around 1,000 members of staff, of which 86.2% were women and 13.8% men. The distribution across age groups also remained constant with an average of 44% in the 35–50 age group. By providing its employees with flexible working models, CALIDA introduced a comprehensive remote working agreement in 2020. The agreement states that every employee with a workload of 1.0 FTE could work remotely up to three days per week. Additionally, the CALIDA Academy was further expanded with a focus on e-learning. In 2021, CALIDA launched a mentoring and development program to promote young talents and ensure a sustainable and fair development.

### V. Communities

The new factory outlet was opened in Sursee (CH) in November 2021. A cosy café with 24 seats offers customers and their families the opportunity to take some time out while enjoying a selection of seasonally based, regional snacks and drinks. As a brand world, tourist attraction, shopping and meeting place, the factory outlet allows CALIDA customers, visitors and employees to see and experience the brand's unmistakable, contemporary and sustainable character.
Measuring 700 square metres, the new factory outlet is a state-of-the-art timber construction. Solar panels on the roof and electricity purchased from hydropower ensure a fully green energy supply. Charging stations for electric vehicles were also installed to meet the green credentials. In addition, the planning and construction of the building was carried out in conjunction with experts, suppliers and service providers from the region – sustainable, responsible and local.
CALIDA has also been continuously expanding the subsidiary in Rayka (Hungary) for almost 30 years. Substantial investments have been made in maintaining and developing the site, thus preserving jobs and guaranteeing the region's economic development.

Last year, CALIDA planted 18,000 trees in Madagascar together with the "Trees of Life" organisation to give something back to mother nature. On top, CALIDA funded the construction of additional stalls for cashmere goats in Shanxi as part of its cooperation with the FTC ("Faire Trade Cashmere") brand.

In addition, CALIDA selectively supported social projects and made donations in kind to those in need in Switzerland and abroad. Thanks to this commitment, relief aid could be sent to refugee camps in Greece as well as products to the local population of Uganda through the organisation "Let the children Uganda".











78%

of raw materials
from Europe

100%

of lingerie subcontractors
are audited

93.8%

of all employees
are female

Aubade
PARIS

**AUBADE's social responsibility quest**
AUBADE is the ultimate Parisian luxury lingerie brand. For more than 60 years, AUBADE has been striving to help women feel beautiful and not be afraid of showing their personality and sensuality. Drawing on AUBADE's unparalleled corsetry know-how, the brand offers lingerie for the modern-day woman with flawless cuts and fits. Aware of the challenges that lie ahead, AUBADE has decided to take its action to the next level, adopting a CSR approach based on two key elements: reducing environmental impacts and fighting for societal causes.

## I. Governance

**Socially produced products**
AUBADE's suppliers are mainly based in Europe for the sake of traceability in the value chain. The brand has implemented new internal processes to ascertain exactly where the materials are coming from and what sustainability certifications can be provided. All AUBADE's manufacturing partners comply with the CALIDA Code of Conduct. To guarantee social and environmental performance, AUBADE annually audits all subcontractors based on the SMETA 4 Pillars or BSCI standard.

## II. Product and Materials

**Corsetry know-how and beautiful materials for underwear that lasts**
First and foremost, eco-friendly means durable. AUBADE's lingerie sets have been designed to last for much longer than just one season. Quality is one of the brand's founding values. AUBADE cultivates excellence à la française, attaching great importance to defending and showcasing the artisans the brand works alongside. Calais lace workers and European embroiderers are the heirs of long-established corsetry know-how.
AUBADE is committed to long-term relationships with their manufacturing partners. 85% of AUBADE's production is carried out on their own manufacturing platforms and at its close partners in Tunisia.
AUBADE is extremely careful about the materials used. Most materials are OEKO-TEX® certified. New suppliers being audited must supply OEKO-TEX® certified materials. To verify the origin of the work, the company selects only suppliers which fulfil the ethical standard of AUBADE and which can guarantee that no animal-derived materials are used.

**100% recycled materials: reinvented materials, the height of elegance**
AUBADE has decided to embrace a new challenge to ensure that the planet remains beautiful. In AUBADE's lines of 100% recycled embroidery, innovation and sustainable development go hand in hand. After having implemented a more eco-friendly approach for its swimwear and menswear products, AUBADE now continues this endeavour for its lingerie. The Softessence, Sweetessence and Lovessence lines mark a real green revolution in corsetry. Eco-friendly production is secured by using polyamide threads made from waste, cutting waste which is reused and put back into the production chain as part of a zero-waste process.
Less is better. This is the rule AUBADE applies when it comes to product packaging. The road to making packaging more eco-friendly involves a huge reduction in packaging. AUBADE's PEFC- and FSC-certified packaging is made from wood fibres from sustainably managed forests. Products are shipped in boxes made from 80 to 100% recyclable cardboard.

## III. Environment

**Environmentally driven business**
AUBADE aims to implement a global carbon footprint strategy to reduce its emissions. The first calculation was made in 2020. The data-driven approach will give a global view on the brand's environmental performance and will drive further actions to decrease emissions. Other main targets for the brand are to integrate global eco-design and reduce waste in the value chain.

## IV. Employees

**Equality, fighting against discrimination and promoting diversity**
AUBADE has made combating discrimination a key part of its Human Resources Management policy.
A diversity charter has been signed, demonstrating the brand's commitment to cultural, ethical and social diversity in the company.



**Philippe Bernaud**
General Manager
AUBADE

*"To achieve the epitome of know-how and sensuality, AUBADE is constantly seeking the perfect balance between seduction and sustainability through a responsible and innovative approach. This challenge is at the core of what we do."*

Firmly convinced that diversity is an asset of AUBADE, equal employment opportunities are a main priority. A new recruitment process has been installed. An objective remuneration grid, offering easier access to training, facilitating career development and the consideration of family and physical constraints has been established.

## V. Community

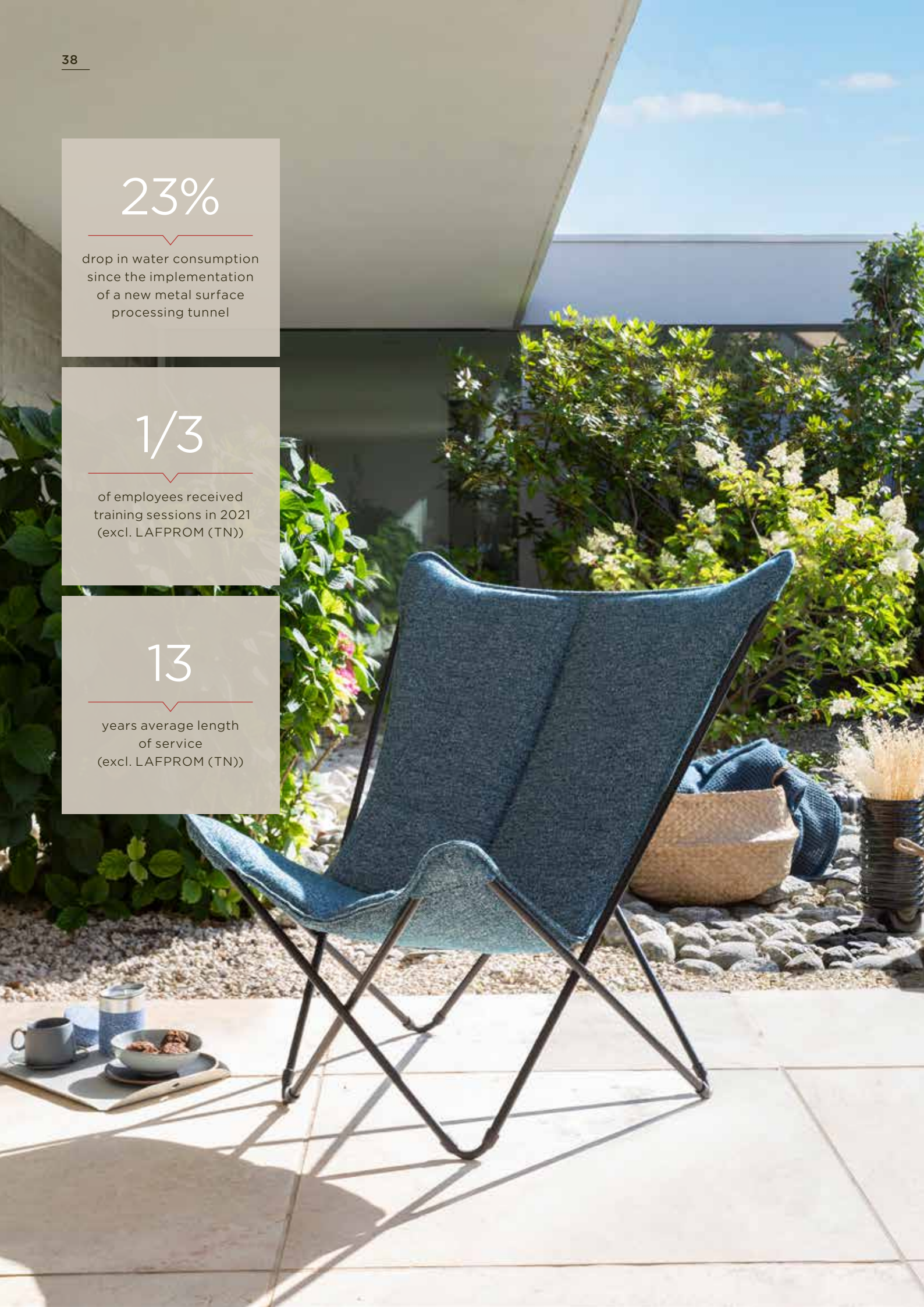
**Women's health: breast cancer prevention and supporting research**

AUBADE operates in 6 countries and employs 770 people. 93.8% of the employees are female. Therefore, AUBADE obviously made the choice to invest in women's health. AUBADE has been engaging in the fight against breast cancer since 2021. During the Breast Cancer Awareness month AUBADE has organised a campaign around prevention to encourage women to arrange regular check-ups with their doctor. On top, a team from AUBADE Paris took part in the Odysséa solidarity walk and 10% of the revenue from three of AUBADE's lingerie lines were donated to Ruban Rose.
Upcycling and reusing prototypes and cutting waste are also part of the AUBADE sustainability strategy. Unused laces and fabrics are donated to fashion schools and to our internal material recovery channel. Unsold products are donated to charities such as Sidaction, Restos du Cœur, Arcade, and Les Amis du Bercail.

**AUBADE is committed to the future**

Corporate Social Responsibility is a part of everyday life. AUBADE is already considering new measures to enhance the positive impact. The brand's ambition is to contribute to building a sustainable, desirable future.





**23%**

drop in water consumption since the implementation of a new metal surface processing tunnel

**1/3**

of employees received training sessions in 2021 (excl. LAFPROM (TN))

**13**

years average length of service (excl. LAFPROM (TN))

## I. Governance

**Setting sustainability at the heart of our business development**

Based on its unique metal and textile DNA, LAFUMA MOBILIER designs, develops and manufactures the most comfortable and functional outdoor furniture. Durability, comfort and style are the values which LAFUMA MOBILIER stands for. A clear commitment and a unique business model help to develop long-lasting products which are designed in alignment with our environmental goals.

With two industrial sites in France (Drôme and Ain), LAFUMA MOBILIER is fully committed to production "Made in France". Since the company launch in 1954, all products have been manufactured in Anneyron and Le Balmay. Most are certified with the "Origine France Garantie" label. The certificate gives consumers transparency about the products' origin and their supply chain.

In 2022 LAFUMA MOBILIER wants to take the next step by exploring the B Impact Assessment within the framework of the B Corp Certification. Certified B Corporations are international businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

## II. Product & Materials

**Choosing qualitative and local materials for long-lasting products**

LAFUMA MOBILIER opposes planned obsolescence and a throwaway culture. Therefore, the product design team came up with an eco-responsible approach defined in the brand's Design of Environment charter. The charter is defined by seven pillars: waste & eco-design, production impact, materials, long-lasting products, repairability, old product collection and upcycling.

In recent years, LAFUMA MOBILIER has integrated more and more recycled materials into its product lines. In 2020 and 2021, the plastic processing company of LAFUMA MOBILIER Lallemand based in Le Balmay (AIN) was awarded the European label MORE, which promotes measures to produce plastic for the circular economy and the integration of recycled plastics into production.

Bestseller lines such as Relax and Transat are improved since their creation in 1962. Instead of replacing them by new series/lines new versions are offered. On top in 2022 a 100% upcycling collection of a 30-year-old collection will be offered. Over the next years, all new products should be designed in alignment with the seven defined pillars.

All LAFUMA MOBILIER's products undergo various tests (mechanical, tear and UV resistance tests) to guarantee the highest quality standards. In 2021, more than 180 internal tests were conducted. To underline LAFUMA MOBILIER's long-lasting strategy, all products come with a five-year warranty.

On top, in 2021 LAFUMA MOBILIER has applied for an independent European label called LONGTIME®, which certifies products designed to last. The intention of the certification is to support consumer trust in LAFUMA MOBILIER products and to create a better understanding for reliable and repairable goods. The new ORON dining line should be certified with the new label during its planned launched in 2023. Same as other product ranges, such as Transat & Transabed deckchairs, Pop-up lounge chairs and the iconic recliners.

In addition to the new charter, material selection is key. The two main criteria for selecting the right materials are quality and country of origin. Some of the most important qualities are high tensile strength steel, 100% polyester powder coating (7x more UV resistant than conventional epoxy), injected pads (abrasion resistance) and outdoor fabrics (UV and weather resistance). 98% of LAFUMA MOBILIER's materials are purchased in Europe – 68% come from France.

## III. Environment

**Committing to a reduced environmental impact in our French factories**

To reduce energy consumption, LAFUMA MOBILIER automatic lighting systems have been installed and more than 90% of the lights have been changed to LED.

Furthermore, a phosphate- and chrome-free metal surface processing tunnel is in operation (painting workshop) since 2020, which has reduced water consumption by 23%.

Many other key environmental projects are under consideration, such as the installation of photovol-



**Arnaud du Mesnil**
General Manager
LAFUMA MOBILIER

*"Driven by an obsession with durability and people's well-being, our 68-year-old brand LAFUMA MOBILIER is committed to being a CSR pioneering leader for outdoor furniture products."*

taic panels, rooftop rainwater collection as well as including electric and/or hybrid cars in the company policy. Consequently, nine electric charging stations will be installed at our Drome factory before summer 2022.

## IV. Employees

**Taking care of our staff's well-being**

Various measures have been taken to maintain and improve employee motivation and well-being in our French factories. In December 2021, LAFUMA MOBILIER renewed the company profit sharing agreement ("accord d'intéressement"). The agreement guarantees that a part of the year-end profit will be distributed to all employees regardless of their salary. Each employee shall receive the same fixed amount based on their effective working hours. The agreement was signed by all staff members.

## V. Community

**Promoting sustainable relationships with partners**

LAFUMA MOBILIER is committed to long-term partnerships in accordance with their CSR missions. Therefore, LAFUMA MOBILIER supports two projects: The Banque Solidaire de l'Équipement (BSE) and La REcyclerie aim to raise public awareness of eco-responsible values in a playful and positive way.

The Banque Solidaire de l'Équipement (BSE) helps people to buy new equipment at low cost when moving into first housing after a difficult housing situation.

La REcyclerie offers collaborative initiatives and represents a "do it yourself" mentality. To support this association, LAFUMA MOBILIER provides free furniture for various events and occasions.





# Closing Remarks/Outlook

CALIDA GROUP has published a sustainability report for the third consecutive year. However, this report is the first to show a first move towards GRI reporting. The structured reporting aligned with GRI requirements gives CALIDA GROUP the opportunity to further develop its strategies and programs as well as to measure progress with a consistent dataset. Now, with qualitative and quantitative reporting in place, CALIDA GROUP has laid the foundations to further develop CALIDA GROUP's strategic approach – an endeavour that proved challenging without an alignment in reporting across all brands. The common reporting structure offers all brands an opportunity to advance in sustainability and learn from each other.

In 2022, CALIDA GROUP will go even further to enhance its sustainability reporting. The following goals should be achieved in 2022:

- Moving from ESG reporting in reference to the GRI standards to reporting in accordance with the GRI Standards
- Establishing a 360-degree view on greenhouse gas emissions
- Setting emission reduction targets with the potential long-term goal SBTi (Science Based Target Initiative)
- Expanding the share of product ranges according to the principles of circularity
- Joining the UNGC (UN Global Compact), which will prepare the GROUP for a more comprehensive GRI report and help define long-term goals
- Continue to apply various brand-specific ESG standards
- Implementing a more consistent approach to stakeholder engagement

# About This Report

To define the report content and topic boundaries, CALIDA GROUP followed the reporting principles of Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness. Relevant material topics have been identified by first exploring and reviewing the brands' needs and value chain, followed by a detailed materiality assessment, identifying impacts, risks and opportunities.

Furthermore, the work by the brands, and their strategies and results, have been included in the report.

A thorough examination of the GRI disclosures and their requirements guided the decision on which indicators to incorporate into the report. In accordance with this, CALIDA GROUP follows the GRI guidelines as far as available information can be provided for selected indicators of the general, management as well as environmental and social disclosure indicators.

This approach establishes a fundament for CALIDA GROUP to strive to apply the Core option of GRI in 2022.

The reporting period includes the 2021 calendar year. Publication date: March. CALIDA GROUP intends to publish an annual sustainability report. The next report will therefore be published in 2023 (for the calendar year 2022).

GRI 2-3

This report references the GRI standards as listed in Appendix 2. GRI Content Index.

If you have any questions or input related to the report, please reach out to socialresponsibility@calida.com.



# Appendix 1
# GRI Indicators/ Company Goals

GRI 3-3 e.

The following tables show the absolute and normalised figures presented in the report clustered according to the 5 pillars and of the CALIDA GROUP. The KPI's presented are clustered and separated into the GRI Indicators and Company Goals/Facts defined.

**Absolute Figures**

| Pillar | GRI Indicator | Disclosure/ Parameter | Criteria | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|---|---|---|
| **Product & Materials (Value Chain)** | GRI 301-Materials 2016 | 301-1 Materials used to pack primary goods | Renewable Materials (e.g. cartoon/ paper) | tons | 1'506 | 112 | 277 | 68 | 1'049 |
| | | | Non Renewable Materials (e.g. Plastic, polybags, canvas etc.) | tons | 83 | 2 | 23 | 49 | 9 |
| | | | **Share of Renewable Materials used** | **%** | **94.8** | **98.2** | **92.3** | **58.3** | **99.1** |
| | Company Goals: Product & Materials | Certified Raw Materials | OEKO-TEX 100 Standard Raw Materials | % (base: meters) | n/a | n/a | 100.0 | 97.0 | 60 |
| | | | Organic Cotton (GOTS) Raw Materials | % (base: meters) | n/a | n/a | 3.0 | 1.0 | n/a |
| | | | Recycled polyester (GRS) Raw Materials | % (base: meters) | n/a | n/a | 1.5 | 4.0 | n/a |
| | | | Responsible Wool Standard (RWS) Raw Materials | % (base: meters) | n/a | n/a | 4.0 | n/a | n/a |
| | | | Percentage of additional more sustainable materials Raw Materials (Tencel, Lyocell, Modal etc.) | % (base: meters) | n/a | n/a | 8.0 | 4,5 | n/a |
| | | | ASI Performance Standard (Aluminium) Raw Materials [1] | % (base: tons) | n/a | n/a | n/a | n/a | 100.0 |
| | | | Certipur (foam) Raw Materials [2] | % (base: tons) | n/a | n/a | n/a | n/a | 100.0 |
| | | Certified Finished Products | OEKO-TEX 100 Standard Finished Goods | % (base: pcs.) | n/a | n/a | 100.0 | 0.0 | 0.0 |
| | | | OEKO-TEX Made in Green (STeP) Finished Goods | % (base: pcs.) | n/a | n/a | 42.0 | n/a | n/a |
| | | | Cradle to Cradle (C2C) Finished Goods | % (base: pcs.) | n/a | n/a | 6.0 | n/a | n/a |
| | | Additional Material criteria | Percentage of certified product and Production packaging (FSC) | % (base: pcs.) | n/a | n/a | 58.0 | 100.0 | 97.0 |
| | | | Percentage of destroyed materials/ finished goods | % (base: pcs.) | n/a | n/a | n/a | 3.0 | 0.0 |
| | | Raw Materials sourced in Europe/outside Europe | Percentage of Raw Materials sourced in Europe | % (base: meters) | n/a | n/a | 84.0 | 78.0 | 98.0 |
| | | | Percentage of Raw Materials sourced outside of Europe | % (base: meters) | n/a | n/a | 16.0 | 22.0 | 2.0 |
| | | Finished Goods produced in Europe / outside Europe | Percentage of Finished Goods produced in Europe | % (base: pcs.) | n/a | n/a | 97.0 | 16.0 | 99.9 |
| | | | Percentage of Finished Goods produced outside Europe | % (base: pcs.) | n/a | n/a | 3.0 | 84.0 | 0.1 |
| | | Information about production sites Tier 1 (own production, sourcing, sub-contractors => No material suppliers included) | **Number of own production sites** | **number** | **5** | **n/a** | **1** | **1** | **3** |
| | | | France | number | 2 | n/a | 0 | 0 | 2 |
| | | | Hungary | number | 1 | n/a | 1 | 0 | 0 |
| | | | Tunisia | number | 2 | n/a | 0 | 1 | 1 |
| | | | **Number of Manufacturers (external partners)** | **number** | **18** | **n/a** | **8** | **5** | **5** |
| | | | Belgium | number | 1 | n/a | 0 | 0 | 1 |
| | | | Bulgaria | number | 2 | n/a | 2 | 0 | 0 |
| | | | China | number | 5 | n/a | 2 | 3 | 0 |
| | | | China | number | 1 | n/a | 0 | 0 | 1 |
| | | | France | number | 1 | n/a | 0 | 0 | 1 |
| | | | Italy | number | 2 | n/a | 0 | 1 | 1 |
| | | | Portugal | number | 2 | n/a | 0 | 1 | 1 |
| | | | Tunisia | number | 3 | n/a | 3 | 0 | 0 |
| | | | Turkey | number | 1 | n/a | 1 | 0 | 0 |

[1] Calculated on 100% aluminium share used production.
[2] Calculated on 100% foam share used production.

| Pillar | GRI Indicator | Disclosure/ Parameter | Criteria | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|---|---|---|
| | | | **Number of sub-contractors of own production** | **number** | **31** | **n/a** | **28** | **2** | **1** |
| | | | Albania | number | 2 | n/a | 2 | 0 | 0 |
| | | | Bulgaria | number | 6 | n/a | 6 | 0 | 0 |
| | | | Croatia | number | 3 | n/a | 3 | 0 | 0 |
| | | | Hungary | number | 11 | n/a | 11 | 0 | 0 |
| | | | Madagascar | number | 1 | n/a | 0 | 1 | 0 |
| | | | Romania | number | 3 | n/a | 3 | 0 | 0 |
| | | | Serbia | number | 2 | n/a | 2 | 0 | 0 |
| | | | Slovakia | number | 1 | n/a | 1 | 0 | 0 |
| | | | Tunisia | number | 2 | n/a | 0 | 1 | 1 |
| | GRI 308-Supplier Environmental Assessment 2016 | 308-1 New suppliers screened according to environmental criteria | **Number of new suppliers (finished goods)** | **number** | **8** | **n/a** | **7** | **1** | **0** |
| | | | Croatia | number | 1 | n/a | 1 | 0 | 0 |
| | | | Hungary | number | 3 | n/a | 3 | 0 | 0 |
| | | | Madagascar | number | 1 | n/a | 0 | 1 | 0 |
| | | | Romania | number | 2 | n/a | 2 | 0 | 0 |
| | | | Serbia | number | 1 | n/a | 1 | 0 | 0 |
| | | | **% of screened new suppliers (finished goods)** | **%** | **100.0** | **n/a** | **100.0** | **100.0** | **0.0** |
| | | | Croatia | % | 100.0 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Hungary | % | 100.0 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Madagascar | % | 100.0 | n/a | 0.0 | 100.0 | 0.0 |
| | | | Romania | % | 100.0 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Serbia | % | 100.0 | n/a | 100.0 | 0.0 | 0.0 |
| | GRI 414-Supplier Social Assessment 2016 | 414-1 New suppliers screened according to social criteria | **Number of new suppliers (finished goods)** | **number** | **8** | **n/a** | **7** | **1** | **0** |
| | | | Croatia | number | 1 | n/a | 1 | 0 | 0 |
| | | | Hungary | number | 3 | n/a | 3 | 0 | 0 |
| | | | Madagascar | number | 1 | n/a | 0 | 1 | 0 |
| | | | Romania | number | 2 | n/a | 2 | 0 | 0 |
| | | | Serbia | number | 1 | n/a | 1 | 0 | 0 |
| | | | **% of screened new suppliers (finished goods)** | **%** | **100** | **n/a** | **100.0** | **100.0** | **0.0** |
| | | | Croatia | % | 100 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Hungary | % | 100 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Madagascar | % | 100 | n/a | 0.0 | 100.0 | 0.0 |
| | | | Romania | % | 100 | n/a | 100.0 | 0.0 | 0.0 |
| | | | Serbia | % | 100 | n/a | 100.0 | 0.0 | 0.0 |
| **Environment** | GRI 302-Energy 2016 | 302-1 Energy consumption | **Total energy consumption** | **kWh** | **18'916'516** | **4'165'848** | **5'005'141** | **1'702'794** | **8'042'733** |
| | | | Offices | kWh | 4'131'396 | 1'662'283 | 1'605'702 | 79'539 | 783'872 |
| | | | Stores | kWh | 1'251'520 | 0 | 720'730 | 530'790 | 0 |
| | | | Own Production | kWh | 10'118'771 | 1'202'407 | 1'308'753 | 348'750 | 7'258'861 |
| | | | Distribution Center | kWh | 3'414'829 | 1'301'158 | 1'369'956 | 743'715 | 0 |
| | | | **Energy consumption Scope 1 (oil/gas)** | **kWh** | **7'162'578** | **23'827** | **2'841'275** | **566'379** | **3'731'097** |
| | | | Offices | kWh | 1'265'442 | 10'416 | 881'921 | 0 | 373'105 |
| | | | Stores | kWh | 350'913 | 0 | 350'913 | 0 | 0 |
| | | | Own Production | kWh | 3'888'529 | 0 | 530'537 | 0 | 3'357'992 |
| | | | Distribution Center | kWh | 1'657'694 | 13'411 | 1'077'904 | 566'379 | 0 |
| | | | **Energy consumption Scope 2 (electricity/cooling)** | **kWh** | **7'673'199** | **61'282** | **2'163'866** | **1'136'415** | **4'311'636** |
| | | | Offices | kWh | 1'275'369 | 61'282 | 723'781 | 79'539 | 410'767 |
| | | | Stores | kWh | 900'607 | 0 | 369'817 | 530'790 | 0 |
| | | | Own Production | kWh | 5'027'835 | 0 | 778'216 | 348'750 | 3'900'869 |
| | | | Distribution Center | kWh | 469'388 | 0 | 292'052 | 177'336 | 0 |
| | GRI 303-Water and Effluents 2016 | 303-5 Water consumption | **Total water consumption** | **m³** | **19'526** | **404** | **5'443** | **9'550** | **4'130** |
| | | | Offices | m³ | 6'613 | 177 | 2'071 | 4'116 | 249 |
| | | | Stores | m³ | 3'757 | 0 | 502 | 3'255 | 0 |
| | | | Own Production | m³ | 8'082 | 0 | 2'301 | 1'900 | 3'881 |
| | | | Distribution Center | m³ | 1'075 | 227 | 569 | 279 | 0 |
| | GRI 306-Effluents and Waste 2016 | 306-3 Waste generated | **Total waste generated** | **tons** | **1'280** | **112** | **426** | **53** | **688** |
| | | | Offices | tons | 387 | 49 | 53 | 7 | 278 |
| | | | Stores | tons | 58 | 0 | 54 | 4 | 0 |
| | | | Own Production | tons | 671 | 0 | 254 | 6 | 411 |
| | | | Distribution Center | tons | 164 | 63 | 64 | 37 | 0 |
| | Emissions | Types of Transportation Inbound | Truck | % | n/a | n/a | 100.0 | 5.0 | 100.0 |
| | | | Sea | % | n/a | n/a | 0.0 | 80.0 | 0.0 |
| | | | Air | % | n/a | n/a | 0.0 | 16.0 | 0.0 |
| | | | Train | % | n/a | n/a | 0.0 | 0.0 | 0.0 |
| | | | Sea-Air | % | n/a | n/a | 0.0 | 0.0 | 0.0 |
| | Emissions | Types of Transportation Outbound | Truck | % | n/a | n/a | 100 | 3.0 | 95.0 |
| | | | Sea | % | n/a | n/a | 0.0 | 0.0 | 5.0 |
| | | | Air | % | n/a | n/a | 0.0 | 97.0 | 0.0 |
| | | | Train | % | n/a | n/a | 0.0 | 0.0 | 0.0 |
| | | | Sea-Air | % | n/a | n/a | 0.0 | 0.0 | 0.0 |

| Pillar | GRI Indicator | Disclosure/ Parameter | Criteria | Unit | TOTAL | Others | CALIDA | AUBADE | LAFUMA MOBILIER |
|---|---|---|---|---|---|---|---|---|---|
| **Employees** | Company Info: Employees | TOTAL Number of employees | **Number of employees** | **number** | **2'407** | **281** | **976** | **770** | **380** |
| | | | Female | number | 1'954 | 167 | 841 | 722 | 224 |
| | | | Male | number | 453 | 114 | 135 | 48 | 156 |
| | | | Age Group <35 | number | 728 | 122 | 191 | 347 | 68 |
| | | | Age Group 35 - 50 | number | 1'029 | 97 | 430 | 291 | 211 |
| | | | Age Group >50 | number | 650 | 62 | 355 | 132 | 101 |
| | | | Number of Full-Time employees | number | 1'587 | 213 | 522 | 654 | 198 [3] |
| | | | Average length of service for full-time employees | years | 8.3 | 3.0 | 9.4 | 7.7 | 13.3 |
| | GRI 401-Employment | 401-1 New employee hires | Number of new employees | number | 497 | 72 | 242 | 125 | 58 |
| | | | Female | number | 397 | 41 | 205 | 121 | 30 |
| | | | Male | number | 100 | 31 | 37 | 4 | 28 |
| | | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | General list of special offers to full-time employees [4]<br>II. health care<br>III. disability and invalidity coverage<br>IV. parental leave<br>V. retirement provision<br>VI. stock ownership<br>VII. others | comment | n/a | I. yes<br>II. yes<br>III. yes<br>IV. yes<br>V. yes<br>VI. yes<br>VII. special bonus | I. yes<br>II. yes<br>III. yes<br>IV. yes<br>V. yes<br>VI. yes<br>VII. special bonus | I. no<br>II. yes<br>III. yes<br>IV. no<br>V. yes<br>VI. yes<br>VII. transport contribution | I. no<br>II. yes<br>III. yes<br>IV. no<br>V. yes<br>VI. yes<br>VII. yes |
| | | 401-3 Parental leave | **Number of parental leaves in 2021 (01.01-31.12.)** | **number** | **48** | **15** | **27** | **5** | **1** |
| | | | Female | number | 43 | 12 | 25 | 5 | 1 |
| | | | Male | number | 5 | 3 | 2 | 0 | 0 |
| | GRI 404-Training and Education 2016 | 404-1 Average hours of training per year per employee | Average hours per full-time employee | hours/ person | 2.2 | n/a | 3.4 | 0.1 | 5.8 [3] |
| | | | Training Hours | hours | 2'998 | n/a | 1'750 | 92 | 1'156 [3] |
| **Governance** | GRI 405 – Diversity and Equal Opportunities 2016 | 405-1 Diversity of governance bodies and employees | **Number of people in governance bodies** | **number** | **145** | **35** | **41** | **34** | **35** [3] |
| | | | Female | number | 72 | 11 | 25 | 24 | 12 |
| | | | Male | number | 73 | 24 | 16 | 10 | 23 |
| | | | Age Group <35 | number | 24 | 6 | 9 | 6 | 3 |
| | | | Age Group 35–50 | number | 81 | 17 | 23 | 19 | 22 |
| | | | Age Group >50 | number | 40 | 12 | 9 | 9 | 10 |
| | | | Group 1-3 | number | 15 | 12 | 1 | 1 | 1 |
| | | | Group 4 | number | 26 | 6 | 6 | 9 | 5 |
| | | | Group 5 | number | 104 | 17 | 34 | 24 | 29 |
| | | | **Percentage of people (of total employees) within governance bodies** | **%** | **6.0** | **12.5** | **4.2** | **4.4** | **9.2** |
| | | | Female | % | 49.7 | 31.4 | 61.0 | 70.6 | 34.3 |
| | | | Male | % | 50.3 | 68.6 | 39.0 | 29.4 | 65.7 |
| | | | Age Group <35 | % | 16.6 | 17.1 | 22.0 | 17.6 | 8.6 |
| | | | Age Group 35–50 | % | 55.8 | 48.6 | 56.0 | 55.9 | 62.8 |
| | | | Age Group >50 | % | 27.6 | 34.3 | 22.0 | 26.5 | 28.6 |
| | | | Group 1-3 | % | 10.3 | 34.3 | 2.4 | 2.9 | 2.9 |
| | | | Group 4 | % | 18.0 | 17.1 | 14.6 | 26.5 | 14.3 |
| | | | Group 5 | % | 71.7 | 48.6 | 83.0 | 70.6 | 82.9 |
| **Communities** | GRI 413-Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | General Information & Programms | List/ General statement | 100.0% | | Trees of Life | Ruban Rose | The Banque Solidaire de l'Équipement (BSE) La Recyclerie |
| | | | Trees Planted [5] | number | 18'000 | n/a | 18'000 | n/a | n/a |

[3] Excl. Lallmend (FR)/LAFPROM (TN)
[4] included are benefits which are to some extend available for part-time workers too.
[5] For more details please look at "Our Brands" under the 5th pillar "Communities".

**Normalized figures**

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | **Turnover in mCHF** | | **298.4** | **14.7** | **152.7** | **72.2** | **58.8** |
| **Pillar** | **GRI Indicator** | **Disclosure/ Parameter** | **Criteria** | **Unit** | **TOTAL** | **Others** | **CALIDA** | **AUBADE** | **LAFUMA MOBILIER** |
| **Product & Materials (Value Chain)** | GRI 301-Materials 2016 | 301-1 Materials used to pack primary goods | Renewable Materials (e.g. cartoon/ paper) | tonne/ mCHF | 5.0 | 7.6 | 1.8 | 0.9 | 17.8 |
| | | | Non Renewable Materials (e.g. Plastic, polybags, canvas etc.) | tonne/ mCHF | 0.3 | 0.1 | 0.2 | 0.7 | 0.2 |
| | | | **Share of Renewable Materials used** | **%** | **94.8%** | **98.2%** | **92.3%** | **58.3%** | **99.1%** |
| **Environment** | GRI 302-Energy 2016 | 302-1 Energy consumption | **Total energy consumption** | **kWh/ mCHF** | **63'389** | **283'391** | **32'778** | **23'581** | **136'766** |
| | | | Offices | kWh/ mCHF | 13'844 | 113'080 | 10'515 | 1'101 | 13'330 |
| | | | Stores | kWh/ mCHF | 4'194 | 0 | 4'720 | 7'351 | 0 |
| | | | Own Production | kWh/ mCHF | 33'908 | 81'796 | 8'571 | 4'830 | 123'437 |
| | | | Distribution Center | kWh/ mCHF | 11'443 | 88'514 | 8'972 | 10'299 | 0 |
| | | | **Energy consumption Scope 1 (oil/ gas)** | **kWh/ mCHF** | **24'002** | **1'621** | **18'607** | **7'843** | **63'447** |
| | | | Offices | kWh/ mCHF | 4'241 | 709 | 5'776 | 0 | 6'345 |
| | | | Stores | kWh/ mCHF | 1'176 | 0 | 2'298 | 0 | 0 |
| | | | Own Production | kWh/ mCHF | 13'031 | 0 | 3'474 | 0 | 57'102 |
| | | | Distribution Center | kWh/ mCHF | 5'555 | 912 | 7'059 | 7'843 | 0 |
| | | | **Energy consumption Scope 2 (electricity/ cooling)** | **kWh/ mCHF** | **25'713** | **4'169** | **14'171** | **15'737** | **73'319** |
| | | | Offices | kWh/ mCHF | 4'274 | 4'169 | 4'740 | 1'101 | 6'985 |
| | | | Stores | kWh/ mCHF | 3'018 | 0 | 2'422 | 7'351 | 0 |
| | | | Own Production | kWh/ mCHF | 16'848 | 0 | 5'096 | 4'830 | 66'334 |
| | | | Distribution Center | kWh/ mCHF | 1'573 | 0 | 1'913 | 2'456 | 0 |
| | GRI 303-Water and Effluents 2016 | 303-5 Water consumption | **Total water consumption per CHF** | **$m^3$/ mCHF** | **65.4** | **27.5** | **35.6** | **132.3** | **70.2** |
| | | | Offices | $m^3$/ mCHF | 22.2 | 12.0 | 13.6 | 57.0 | 4.2 |
| | | | Stores | $m^3$/ mCHF | 12.6 | 0.0 | 3.3 | 45.1 | 0.0 |
| | | | Own Production | $m^3$/ mCHF | 27.1 | 0.0 | 15.1 | 26.3 | 66.0 |
| | | | Distribution Center | $m^3$/ mCHF | 3.6 | 15.4 | 3.7 | 3.9 | 0.0 |
| | GRI 306-Effluents and Waste 2016 | 306-3 Waste generated | **Total waste generated** | **tons/ mCHF** | **4.3** | **7.6** | **2.8** | **0.7** | **11.7** |
| | | | Offices | tons/ mCHF | 1.3 | 3.3 | 0.4 | 0.1 | 4.7 |
| | | | Stores | tons/ mCHF | 0.2 | 0.0 | 0.4 | 0.1 | 0.0 |
| | | | Own Production | tons/ mCHF | 2.2 | 0.0 | 1.7 | 0.1 | 7.0 |
| | | | Distribution Center | tons/ mCHF | 0.5 | 4.3 | 0.4 | 0.5 | 0.0 |

# Appendix 2
# GRI Content Index

**GRI Content Index**

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